

The background of the cover is a complex, abstract composition. It features a dark blue base with vibrant, swirling patterns of purple, pink, and teal. Overlaid on these are numerous white dots of varying sizes, some arranged in concentric circles and others in more scattered patterns. A prominent, curved, light-colored band with a marbled texture sweeps across the middle of the image, adding a sense of movement and depth.

**JOHN
HOLLAND**

INLAND RAIL
ILLABO TO STOCKINBINGAL PROJECT
Social Impact Management Plan

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Revision: 1

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DOCUMENT CONTROL

The current reviewed and approved version of this management plan is available on the I2S Project's IMS platform and within SharePoint. Downloaded management plans are deemed uncontrolled, and it is the responsibility of the user to ensure they are using the latest revision.

Sponsors should contact I2S's Document Control Team to obtain the latest revision of the management plan before commencing changes to the plan for the next revision.

REVIEWS AND AMENDMENTS

This plan is to be reviewed periodically, minimum yearly ensuring the plan is kept updated and remains relevant to the I2S scope of work and consistent with policies, compliance standards and best practice.

Any major revisions or amendments must be approved by the Project Director and/or Senior Leadership Team representative before being distributed/implemented.

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Definitions and Abbreviations

Definitions and abbreviations to be applied to the [Social Impact Management Plan](#) are listed below.

Term	Definition
Client (Principal)	The party to whom John Holland is contracted for a Project
Client's Representative	The person appointed by the Client to perform the duties of the "Superintendent" as defined in the contract.
Contractor	John Holland Pty Ltd (John Holland) as the organisation responsible for the total performance of the works under the Head Contract.
Consultant	The Engineering Consultant who has been engaged or novated to John Holland to perform the design, preparation of detailed "For Construction" documentation and necessary certification to meet contractual requirements.
Indigenous Business	Any business that is 50 per cent or more Indigenous-owned and meets the definition of an Indigenous enterprise under the Australian Government Indigenous Procurement Policy as detailed in Appendix A of the Social Delivery Plan
Local Area	Identified Local Government Areas (LGAs) in the Project Area and Region. Note: the term 'Local' shall be understood in this context
Project Area	Identified Local Government Areas (LGAs) intersected by the Rail Corridor for the Illabo to Stockinbingal project.
Region	Identified Local government areas (LGAs) outside the Project Area, but within an approximate 125km radius of the rail corridor for the I2S project. The term 'Regional' shall be understood in this context.
Subcontractor	Any company, body or person who is contracted to John Holland for the purpose of supplying goods or services. Categories such as manufacturer, fabricator and supplier are considered Subcontractors.
Social Enterprise	Any business that trades to intentionally tackle social problems, improve communities, provide people access to employment and training, or help the environment, and: <ul style="list-style-type: none"> ▪ is certified as a social enterprise by Social Traders, or ▪ can provide evidence of trading as a social enterprise in the form of a statutory declaration, declaring that the enterprise: <ul style="list-style-type: none"> ▪ is led by an economic, social, cultural or environmental mission consistent with a public or community benefit. ▪ trades to fulfil their mission and derive a substantial portion of their income from trade; or ▪ reinvest most of their profit/surplus into the fulfilment of their mission.
Regional business	Any business whose street address is located outside the Project Area, but in a local government area within a 125km radius of the project corridor, and which employs Regional Residents.
Regional resident	Any person whose principal place of residence is located outside the Project Area, but in a local government area within a 125km radius of the project corridor.
Sustainable job	Direct employment as a worker for a minimum of 26 weeks and 15 hours per week with the employment subject to the conditions of the National Employment Standards.

Table 1: Abbreviations And Terms

Abbreviation	Definition
ARTC	Australian Rail Track Corporation
A2I	Albury to Illabo

CoA	Conditions of Approval
CCS	Community Communications Strategy
CEMP	Construction Environment Management Plan
CNVMP	Construction Noise and Vibration Management Plan
CCS	Community Communications Strategy
CCTAMP	Construction Traffic, Transport and Access Management Sub-Plan
D&C	Design and construct
EAP	Environmental and Sustainability Management Requirements
HMP	Heritage Management Plan
I2S	Illabo to Stockinbingal
IRPL	Inland Rail Pty Ltd
KPI's	Key Performance Indicators
LEMC	Local Emergency Management Committees
NSW	New South Wales
PSR	Project Scope Requirements
REMC	Regional Emergency Management Committees
RTO	Registered Training Organisation
S2P	Stockinbingal to Parkes
SIMP	Social Impact Management Plan
UMM	Updated mitigation measures
WCAG	Web Content Accessibility Guidelines

1 Revisions and Distribution

1.1 Revisions

Draft issues of this document are identified as Revision A, B, C etc. Following acceptance by the document approver, the first finalised revision will be Revision 0. Subsequent revisions will have an increase of “1” in the revision number (1, 2, 3 etc.).

1.2 Distribution

The controlled master version of this document is available for distribution as appropriate and maintained on the document management system being used on the project. All circulated hard copies of this document are deemed to be uncontrolled.

Client’s Representative	Conrad Strachan
Project Director	Justin McCarthy
Environment & Sustainability Manager	Andy Robertson
Environmental Representative	Tim Elder
Social Performance Principal	Joel Johnston
Quality Manager	Rao Talada
Project Personnel	Aconex Distribution

2 Introduction

2.1 Purpose of this Social Impact Management Plan

This Social Impact Management Plan (SIMP) provides a framework for mitigating and managing the potential social impacts and benefits during the construction and operation of The Inland Rail - Illabo to Stockinbingal (I2S) Project.

The SIMP has been informed by the Social Impact Assessment (SIA) undertaken as part of the Project Environmental Impact Statement (EIS) (refer to EIS Technical Report 11) (WSP, August 2022) and subsequent reports, including the Illabo to Stockinbingal Project Response to Submissions (ARTC 2023) and the Inland Rail to Stockinbingal Mitigation Measures (Inland Rail, April 2024).

It has been prepared in accordance with the following guidelines and standards:

- New South Wales (NSW) Social Impact Assessment Guideline (NSW DPHI, 2023)
- NSW Social Impact Management Plan Toolbox (NSW Department of Planning and Environment, 2023)
- Undertaking Engagement Guidelines for State Significant Projects (NSW DPHI, 2024)
- Practice Note – Engaging with Aboriginal Communities (NSW DPHI, 2024a).

2.2 Project Overview

Inland Rail is an approximate 1,600 kilometres (km) freight rail network that will connect Melbourne and Brisbane via regional Victoria, New South Wales (NSW) and Queensland. The Inland Rail route would involve using approximately 1,000 km of existing track (with enhancements and upgrades where necessary) and 600 km of new track, passing through 30 local government areas (LGAs). Inland Rail will accommodate double-stacked freight trains up to 1,800 metres (m) long and 6.5 m high.

Inland Rail is being delivered by Australian Rail Track Corporation (ARTC) and Inland Rail Pty Ltd (IRPL). Comprising 12 sections, a staged approach is being undertaken to deliver Inland Rail. Each of these projects can be delivered and operated independently with tie-in points to the existing railway. Work south of Parkes has been prioritised, which will enable Inland Rail to initially connect to existing rail networks between Melbourne, Sydney, Perth and Adelaide via Parkes and Narromine. The Parkes to Narromine and Narrabri to North Star Phase 1 sections are complete.

The **I2S Project** is a 39-kilometre greenfield section where a new track will be constructed in a newly established rail corridor, just east of Illabo, tracking north to Stockinbingal, NSW. This new section of rail corridor will provide a direct route from Illabo to Stockinbingal through to the existing Forbes line. The line will bypass Cootamundra and the steep and windy Bethungra Range with the Bethungra Spiral. Bypassing the Bethungra Spiral will improve reliability and reduce travel distance by approximately 23 kilometres.

Burley Griffin Way will undergo a major realignment and a new road over rail bridge will be built. This will enable the closure of one of the existing rail level crossings in Stockinbingal, improving safety. In addition, Ironbong Road will undergo a minor realignment around the proposed level crossing to improve safety.

The project connects with the Albury to Illabo (A2I) and Stockinbingal to Parkes (S2P) enhancement projects. This design and construction work will include:

- New track construction
- Earthworks
- Bridge construction
- Culvert and drainage installation
- Road works

- Activated and passive level crossings
- Installation of rail systems
- Utility Adjustments.

2.3 Planning Context

I2S is declared State significant infrastructure (SSI) and critical State significant infrastructure (CSSI) under Division 5.2 of the Environmental Planning and Assessment Act 1979 (NSW) (EP&A Act). The project is permissible without development consent and is subject to assessment and approval by the NSW Minister for Planning and Public Spaces.

An environmental impact statement (EIS) was prepared to support ARTC's application for approval of the proposal in accordance with the requirements of the EP&A Act and the environmental assessment requirements of the Secretary of the (then) NSW Department of Planning, Industry and Environment (the SEARs) (now the NSW Department of Planning, Housing and Infrastructure (DPHI)).

The EIS was placed on public exhibition from 14 September 2022 to 26 October 2022. During the exhibition period, interested stakeholders and members of the community were able to review the EIS online, participate in consultation and engagement activities held by ARTC, and make a written submission to the then NSW Department of Planning and Environment (DPE) (now DPHI) for consideration in its assessment of the proposal. A Response to Submissions Report (ARTC 2023) was subsequently prepared which included the full set of Updated Mitigation Measures (UMM) for the project.

The Illabo to Stockinbingal project was approved by the Minister for Planning and Public Services on 4 September 2024 subject to Conditions of Approval (CoA).

2.4 Consultation to Inform this SIMP

In accordance with CoA E109(b) and the UMMS this SIMP has been developed with involvement from directly affected communities and businesses, Local Aboriginal Land Councils (LALCs), community organisations, local councils and service providers, including local and regional health and emergency services providers.

A summary of the consultation and how it has been incorporated into the SIMP has been provided in Section 5.

2.5 Endorsement and Approval

In accordance with CoA A26(d), this Plan will be submitted to the ER for endorsement prior to submission to the Planning Secretary for approval.

The SIMP will be assessed and approved concurrently with the CEMP, CEMP Sub-plans and monitoring programs required by CoA C12 and C17.

Additionally, this SIMP, as approved by the Planning Secretary, including any minor amendments, must be implemented for the duration of construction and for an operational period as agreed with DPHI.

2.6 Structure of this SIMP

This SIMP is structured as follows:

- Section 1 provides an overview of the revisions and distribution of this document
- Section 2 provides an introduction and summary description of the project
- Section 3 describes the requirements, policies and guidelines that are relevant to this SIMP
- Section 4 provides a social baseline
- Section 5 outlines the consultation that has informed the development of this SIMP
- Section 6 describes the social impacts and benefits pre-identified in the SIA for the project, as well as additions or changes identified during the consultation

- Section 7 sets out the strategies to manage and monitor potential social impacts and the roles and responsibilities of those required to implement this SIMP and the process for adaptive management of impacts
- Section 8 describes the reporting procedures associated with this plan and the review, revision and improvement process for this SIMP.

3 Relevant Requirements, Obligations and Guidelines

Requirements, obligations and commitments relevant to the project and related to social impact management are contained within:

- The Inland Rail – Illabo to Stockinbingal Infrastructure Approval (SSI-9406)
- The mitigation measures provided throughout the EIS, with the updated final version provided in April 2024 (I2S - Mitigation Measures (April 2024))
- The New South Wales (NSW) Social Impact Assessment (SIA) Guideline (Department of Planning and Environment (DPE), 2023).

This section sets out relevant aspects of these instruments and describes how they have been considered in this SIMP.

3.1 Conditions of Approval

The CoA relevant to this Plan directly relevant to the preparation and implementation of this SIMP are listed in Table 3.1. A cross-reference is provided to indicate where and under what conditions these are addressed within this Plan.

While Table 3.1 focuses on SIMP-specific obligations (e.g. CoA E109 and E110), we acknowledge that several other CoAs interface with the objectives of this Plan, particularly those related to workforce, community engagement, and environmental and amenity management.

These additional CoAs are operationalised through companion plans such as the Construction Environmental Management Plan (CEMP) and CEMP Sub-plans, Community Communication Strategy and Workforce Management Plan, which collectively form part of the Project's Environmental Management System. To maintain transparency while ensuring clarity around compliance obligations, it is important to note that some referenced documents are not subject to direct oversight or approval by the NSW Department of Planning, Housing and Infrastructure (DPHI). These plans are included in the table below only to show how they inform or align with the SIMP. They do not form part of the planning approval and should not be interpreted as enforceable planning documents.

An overview of the interface between this SIMP and other relevant project documents is provided in Table 3.4.

3.2 Updated Mitigation Measures

Relevant UMMs are listed in Table 3.2. A cross reference is also included to indicate where and how the conditions are addressed in this Plan or other Project management documents.

3.3 SIA Guideline

The SIA Guideline (NSW DPHI, 2023) sets out requirements for the preparation of a SIMP as well as expected content. It describes that the SIMP should integrate the practical arrangements for monitoring and adaptively managing social impacts within the overarching environmental management systems.

While the SIA Guideline does not prescribe a specific format for the SIMP, it details the necessary content that should be included. These considerations and the location in this Plan where they are addressed, are outlined in Table 3.3.

The SIA Guideline also requires that authors of SIA Reports must be 'suitably qualified persons', including having:

- Suitable qualifications in a relevant social science discipline (e.g. sociology, human geography, anthropology, social or community planning), and/or;
- Proven experience over multiple years and substantial competence in social science research methods and SIA practices (NSW DPHI, 2023, p. 33).

This SIMP has been prepared by suitably qualified persons. Appendix A sets out the qualifications, experience and affiliations of the authors to this SIMP.

Table 3.1 CoA relevant to the SIMP

CoA	Condition Requirement	Cross Reference
E109: A Social Impact Management Plan (SIMP) must be prepared for the CSSI to guide the management and monitoring of the social impacts of the CSSI including informing detailed design, and during construction and operation. The SIMP must		
a	be prepared in accordance with the Social Impact Assessment Guideline (DPE 2023) by suitably qualified and experienced person(s) in the social sciences in accordance with Appendix B of the Social Impact Assessment Guideline (DPE 2023)	Section 3.3, Appendix A
b	be developed with involvement from directly affected communities and businesses, LALC/s, community organisations and representative groups, and councils;	Section 5 and Appendix B
c	inform where relevant the preparation of CEMP Sub-plans and monitoring plans;	Section 7.3 and Tables 7.1 to 7.6
d	define the period over which it will be implemented based on the duration of anticipated impacts it predicts	Section 7
e	include measures to support the Community Complaints Mediator required by Condition B12; and	Section 3.4
	The SIMP must be approved by the Planning Secretary at least one month before the receipt of CEMPs, CEMP sub-plans and monitoring programs required by Conditions C12 and C17. The SIMP must be implemented.	N/A
E110: The SIMP must include specific details of the commitments, programs and timing to secure and enhance positive social outcomes, and measures to minimise negative social and cumulative impacts associated with the CSSI, including:		
a	revisions to or refinement of the assessment of social impacts and risks;	Section 5.5
b	additional mitigation measures to address social impacts based on those committed to in the documents listed in Condition A1 and E109 above;	Section 7
c	details on social-oriented commitments to be delivered such as those related to employment diversity and procurement; and	Section 7
d	details of how measures will be targeted and adapted to meet the needs of affected communities, including legacy benefits to directly affected communities; and	Section 7
e	a monitoring program, prepared in accordance with S5.2 of the Social Impact Assessment Guideline (DPE 2023), to: (i) monitor, review, and report on the effectiveness of the identified measures; (ii) report on community engagement and complaints in relation to social issues; and (iii) report on adaptive management measures implemented or proposed.	Section 7

CoA	Condition Requirement	Cross Reference
	Reporting on the social impact performance of the CSSI, including monitoring results, must be reported quarterly with the results made publicly accessible in accordance with Condition B18.	Section 8
E111: Temporary workforce accommodation facilities must be completed prior to commencement of construction. The accommodation facilities must be designed to ensure sufficient capacity to house the peak workforce and operate to ensure for the surrounding community and accommodation facility occupants:		
a	Environmental amenity, particularly in relation to noise, air quality and lighting; and	Section 7, Temporary Accommodation Facility Management Plan
b	Security, in particular for vulnerable community members and workers.	Section 7, Temporary Accommodation Facility Management Plan
E112	The accommodation facilities must be managed and appropriately staffed to minimise amenity and social impacts associated with the running of the accommodation facilities, both within and outside of the accommodation facility. Suitably qualified and experienced resident facility manager(s), security and paramedic staff must be employed and be available while the accommodation facilities are running.	Section 7, Temporary Accommodation Facility Management Plan
E113	Delivery servicing is limited to the work hours specified in Conditions E1 and E2, unless any out of hours noise related to the delivery servicing complies with Condition E3.	Section 7, Temporary Accommodation Facility Management Plan
E114	Outdoor recreation areas of the accommodation facilities can only be used between 7.00am and 10.00pm daily.	Section 7, Temporary Accommodation Facility Management Plan
E115	On site utilities including water, wastewater and electricity must be designed and located in accordance with Council specifications and relevant standards, in consultation with Council.	Section 7, Temporary Accommodation Facility Management Plan
E116	Telecommunications upgrades undertaken for the Accommodation facilities must consider the ability to provide long-term improvements to mobile telephone and internet capacity in surrounding areas.	Section 7, Temporary Accommodation Facility Management Plan

Table 3.2 UMMs relevant to the SIMP

Aspect	Mitigation Measure	Cross Reference
SE-1 and SE-4	Avoiding and minimising social and economic impacts ARTC and the construction contractor would collaborate on the implementation of the Social Impact Management Plan (SIMP) for the proposal during the detailed design/pre-construction phase. The SIMP would be developed using the recommendations provided in the Social Impact Assessment (SIA) for the proposal and address, but not be limited to, workforce management; industry participation; housing and accommodation; community health and wellbeing; and appropriate community and stakeholder engagement.	Section 7 and 7.4

Aspect	Mitigation Measure	Cross Reference
SE-2	<p>Social impacts, communication and engagement</p> <p>ARTC would continue to manage and deliver program-wide community and stakeholder engagement, including Aboriginal communities, RAPs and LALCs as relevant, for Inland Rail in accordance with the Inland Rail Communications and Engagement Strategy. A proposal-specific communication management plan would be developed, in accordance with the Inland Rail Communications and Engagement Strategy, and implemented prior to and during construction, to ensure that: – the key stakeholders, including directly impacted landowners are provided opportunities for input to the design and construction, planning, where appropriate enquiries and complaints are managed, and a timely response is provided for concerns raised, there is a procedure and mechanism in place to resolve and mediate disputes in relation to construction and impact to property infrastructure. The communication management plan would define the requirements for the complaints management system to be implemented during construction</p>	<p>Community Communications Strategy available at: https://inlandrail.com.au/illabo-to-stockinbingal-community-communication-strategy/</p>
SE-3	<p>Management of social and economic impacts</p> <p>ARTC and the construction contractor would collaborate on the implementation of the SIMP for the proposal during the construction phase. The SIMP would be developed using the recommendations provided in the SIA for the proposal and address, but not be limited to, workforce management; industry participation; housing and accommodation; community health and wellbeing; safety; and appropriate community and stakeholder engagement. The plan would be developed in consultation with local councils and service providers, including local and regional health and emergency services providers.</p>	<p>This SIMP</p>
ASE-1	<p>Workforce anti-social behaviour within local towns</p> <p>Anti-social behaviour within the accommodation camp would be mitigated through a temporary workforce accommodation management plan which includes a code of conduct for workers, and the adequate provision of: – noise curfew and security requirements – enforcement of drug and alcohol policies – installation of CCTVs – workforce training and education (regarding community etiquette and anti-social behaviour).</p>	<p>Section 7, Temporary Accommodation Facility Management Plan and the Workforce Code of Conduct.</p>
ASE-2	<p>Increased demand on local social and health services, and potential impacts on capacity</p> <p>Local physical and mental health care service providers would be consulted prior to construction of the accommodation camp.</p>	<p>Section 7, Section 5</p>
ASE-3	<p>Increased demand on local social and health services, and potential impacts on capacity</p>	<p>Section 7, Temporary Accommodation Facility Management Plan</p>

Aspect	Mitigation Measure	Cross Reference
	The construction contractor would develop appropriate processes and measures to manage potential increased demand on health and emergency services, including: – the camp would be designed to incorporate recreation facilities within the accommodation camp – workforce training and education would be provided to construction workers regarding mental health, wellbeing, and potential risks associated with fly-in-fly-out and drive-in-drive-out work.	
ASE-4	Increased demand on local social and health services, and potential impacts on capacity Construction workers would be encouraged to access Cootamundra-based services when possible.	Section 7, Temporary Accommodation Facility Management Plan
SE-4	Ongoing management of social and economic impacts ARTC and the construction contractor would collaborate on the implementation of the SIMP for the proposal during the operation phase. The SIMP would be developed using the recommendations provided in the SIA for the proposal and address but not be limited to workforce management, industry participation, housing and accommodation, community health and wellbeing, and appropriate community and stakeholder engagement.	This SIMP

While Table 3.2 focuses on SIMP-specific Updated Mitigation Measures (UMMs), it is acknowledged that several other UMMs interface with the objectives of this Plan, particularly those related to workforce, community engagement, and environmental and amenity management.

These additional UMMs are operationalised through companion plans such as the Construction Environmental Management Plan (CEMP) and CEMP Sub-plans, the Community Communication Strategy, and the Workforce Management Plan, which collectively form part of the Project’s Environmental Management System.

An overview of the interface between this SIMP and other relevant project documents is provided in Table 3.4.

Table 3.3 The SIA Guideline (Source: NSW DPHI, 2023, pg.25)

SIA Guideline SIMP inclusions	SIMP Reference
A project summary	Section 1
How social impacts were identified, plans for mitigation or enhancement, and management commitments	Section 5.5
How engagement informed the plan, including the engagement strategy and future activities, and how these will inform monitoring and management	Section 5
Measurable and defined targets and actions for monitoring, reporting, auditing and reviewing progress, with clear numbering, wording and commitments to locations, timing, frequency, method and responsibilities	Section 7
A commitment to measure results and report these findings via the project website	Section 7.4
How shortfalls will be addressed – for example, if a target is not being met or an impact is being inadequately managed, the steps to address and report on the shortfall	Section 8

3.4 Interface with Other Planning Documents

This Plan is part of a broader suite of environmental and social management documents developed to support the implementation of the Project's Environmental Management System. Together, these plans provide an integrated and consistent framework for delivering the I2S Project in a way that meets statutory, environmental, and community expectations.

Some of these plans – such as the SIMP and Community Communication Strategy (CCS) – are public-facing and form part of the formal planning approval. Others are internal management tools that guide how delivery contractors and project partners operationalise commitments made in the EIS, CoA and UMMs.

To maintain transparency while ensuring clarity around compliance obligations, it is important to note that some referenced documents are not subject to direct oversight or approval by the NSW Department of Planning, Housing and Infrastructure (DPHI). These plans are included in the table below only to show how they inform or align with the SIMP. They do not form part of the planning approval and should not be interpreted as enforceable planning documents.

An overview of the interface between this SIMP and other relevant project documents is provided in Table 3.4.

Table 3.4 Key interfaces with this document

Plan	Interface	Plan owner
Indigenous Participation Plan	<p>The Indigenous Participation Plan explains ARTC's goals for Indigenous participation and how ARTC will work with Indigenous communities to share in the benefits that Inland Rail will bring to Australia.</p> <p>The requirements of the Indigenous Participation Plan have been included in the SIMP (refer to Section 7)</p>	ARTC
Australian Industry Participation Plan	<p>The Australian Industry Participation Policy is ARTC's commitment to fostering sustainable economic development and employment opportunities for Australian industry by maximising their involvement in the delivery and operation of Inland Rail. The policy emphasises the importance of engaging Australian manufacturers, suppliers, and service providers to create economic benefits, develop strategic manufacturing and service capabilities, and support diversified state-based economies. ARTC works with its supply chain to implement this policy through actions such as providing fair opportunities for Australian entities, adhering to relevant laws and procurement rules, and supporting supplier capability development.</p> <p>The requirements of the Australian Industry Participation Plan have been included in the SIMP (refer to Section 7)</p>	ARTC
Construction Environmental Management Plan (C12)	<p>The Construction Environmental Management Plan provides details on overall Project staging, interactions between Sub-Plans of the CEMP, and management of cumulative impacts. It provides a framework for how the construction works will be managed.</p> <p>It also identifies procedures, processes and management systems that will apply in relation to construction activities and provides environmental planning and controls for construction including environmental risk assessment, regulatory requirements, protection measures and sustainability requirements.</p>	John Holland

Plan	Interface	Plan owner
Construction Noise and Vibration Management Sub-plan (C19)	The Construction Noise and Vibration Management Sub-Plan outlines how noise and vibration impacts will be managed during construction. It includes criteria, mitigation strategies, monitoring protocols, and complaint management procedures to minimise impacts on sensitive receivers. This plan informs the SIMP by identifying sensitive receivers and outlining how the contractor will manage and respond to community concerns about construction noise and vibration.	John Holland
Construction Traffic, Transport and Access Management Sub-Plan (C21)	The Construction Traffic, Transport and Access Management Sub-Plan details how traffic and transport impacts will be managed throughout the construction period. It includes measures to ensure safety, maintain property access, and minimise disruption to the public road network. The SIMP aligns with this plan by incorporating access-related impacts, especially those affecting emergency services, agricultural operations, and vulnerable residents.	John Holland
Heritage Management Sub-Plan (C23)	The Heritage Management Sub-Plan outlines measures for protecting Aboriginal and non-Aboriginal heritage during construction. It includes protocols for unexpected finds, consultation with Registered Aboriginal Parties and LALCs, and mitigation strategies for identified heritage items. The SIMP reflects and supports this plan by ensuring that community values related to cultural heritage are acknowledged and protected, contributing to community wellbeing and respectful engagement.	John Holland
Temporary Accommodation Facility Management Plan (A18)	<p>The Temporary Accommodation Facility Management Plan manages the establishment and operation of temporary accommodation facilities for the I2S project. It aims to minimise negative impacts on the local housing market, ensure sustainable opportunities, and provide a structured approach to workforce accommodation. Specifically, the plan focuses on:</p> <ol style="list-style-type: none"> 1. Site Layout: Identifying building locations, recreation areas, vehicle access, parking, and utilities infrastructure. 2. Management and Emergency Provisions: Defining staff roles, security, paramedic staff, and communication procedures. 3. Noise and Lighting Impact Mitigation: Measures to minimise impacts on adjacent residents. 4. Code of Conduct and Complaints Mechanism: Ensuring effective resolution of workforce-related issues. 5. Servicing Arrangements: Addressing food, water, wastewater, waste collection, cleaning, and maintenance. <p>This plan will be provided to DPHI for approval, one (1) month before occupation of the temporary workforce accommodation facility.</p>	John Holland
Community Communication Strategy (B1-B2)	The Community Communication Strategy (CCS) supports communication and engagement for works associated with the I2S project. It aims to facilitate communication about the construction and operation of the CSSI with the community, stakeholders, state agencies, and councils. The strategy	Inland Rail

Plan	Interface	Plan owner
	<p>ensures stakeholders are informed, consulted, and engaged throughout the project lifecycle, including during design, construction, and post-construction phases.</p> <p>It establishes a clear framework for engaging with and informing the community about the Project's progress, key milestones, potential disruptions, and mitigation measures, ensures consistent and transparent communication across multiple channels (e.g. public meetings, social media, newsletters, website) and outlines methods for addressing community concerns, feedback, and complaints in a timely and constructive manner.</p> <p>This is a publicly available document and can be accessed via: https://inlandrail.com.au/illabo-to-stockinbingal-community-communication-strategy/</p>	
Workforce Management Sub-Plan	<p>The purpose of the Workforce Management Sub-Plan is to outline the workforce management strategy for the Inland Rail Illabo to Stockinbingal (I2S) Project. It describes the activities to be undertaken during the start-up, design, construction, and commissioning phases of the project.</p> <p>The plan focuses on attracting, developing, and retaining a workforce, particularly local and Indigenous workers, while ensuring compliance with regulatory requirements and alignment with Inland Rail's social performance goals.</p> <p>It contributes to achieving social impact objectives, such as increasing employment opportunities, fostering cultural competency, and building sustainable relationships with Local and Indigenous communities.</p> <p>The Workforce Management Sub-Plan is provided in Appendix D</p>	John Holland
Workforce Code of Conduct (E117-E119)	<p>The Workforce Code of Conduct establishes ethical standards and behavioural expectations for employees, contractors, subcontractors, and suppliers involved in the I2S Project. It aims to ensure proper conduct on and off the construction site, including interactions with the local community, adherence to safety procedures, and compliance with disciplinary actions for misconduct. The Code is developed in accordance with Conditions of Approval (CoA) E117-E119 and is implemented for the duration of all work associated with the I2S Project.</p> <p>The Code of Conduct aligns with SIMP principles by addressing community interactions, minimising negative impacts, and promoting ethical behaviour. It includes processes for managing community complaints, ensuring respectful engagement, and fostering positive relationships with stakeholders, which are key components of social impact management.</p> <p>This is a publicly available document and can be accessed via: https://inlandrail.com.au/illabo-to-stockinbingal-workforce-code-of-conduct/</p>	John Holland
Individual Property Management Plans (E95)	<p>The Individual Property Management Plans (IPMPs) are required under CoAs E94 and E95 and document the outcomes of consultation with landowners whose properties are directly affected by the project. These plans identify and</p>	Inland Rail

Plan	Interface	Plan owner
	implement agreed mitigation measures relating to property access, stock and machinery movement, fencing, and infrastructure relocation. The SIMP interfaces with IPMPs through broader commitments to minimise disruption, maintain property function, and support transparent consultation and dispute resolution processes.	

3.5 Community Complaints Mediator

In accordance with CoA E109(e), this SIMP must include measures to support the Community Complaints Mediator required by CoA B12.

Section 8.7 of the Community Communications Strategy – Inland Rail to Illabo (Inland Rail, 2024) details the mediation process and states that the Community Complaints Mediator will:

- Review unresolved disputes where the complaints escalation procedure and mechanisms have not been able to satisfactorily address the complaint
- Make recommendations to Inland Rail to address complaints, resolve disputes or mitigate against the occurrence of future complaints and disputes
- provide a copy of the recommendations, and Inland Rail’s response to the recommendation, to the Planning Secretary within one month of the recommendations being made.

The CCS also states that the project must implement the recommendations made by the Community Complaints Mediator outlined above, in accordance with CoA B16 and within a timeframe agreed with the Community Complaints Mediator, unless otherwise agreed with the Planning Secretary.

The project will support the Community Complaints Mediator by:

- Providing detailed and timely information regarding the investigation into a complaint
- Providing detailed and timely information regarding how and when the complaints management and escalation process has been used
- Implement all recommendations from the Community Complaints Mediator within the agreed timeframe, unless otherwise agreed with the Planning Secretary.

This mediation process will be available at the commencement of work, maintained for the duration of construction and for 12 months following the completion of construction.

4 Social Baseline Summary

4.1 Social Baseline Update Approach

This Section outlines changes in the social locality since the SIA was prepared (ARTC Inland Rail, 2022). Reviewing changes in the social baseline is an essential step in preparing a Social Impact Management Plan (SIMP), ensuring that mitigation and management measures remain relevant to current conditions.

While the SIA was based on 2016 Census data and completed in 2022, the SIMP draws on updated 2021 Census data. This enables the SIMP to reflect more recent trends in population, housing affordability, employment, and community wellbeing – factors that influence how social impacts are experienced. Incorporating current data supports more targeted and proportionate responses, aligns with best practice, and provides greater confidence that impacts are being managed in a timely and evidence-based manner.

4.2 Social Locality Definition and Alignment with the SIA

For consistency with the SIA, the social locality used in this SIMP includes both the local study area (Project Area) and the regional study area:

- The local study area includes the Local Government Areas (LGAs) which are intersected by the project alignment
- The regional study area includes LGAs located within approximately 125 km of the rail corridor. These LGAs were identified in the SIA to capture the broader social setting and potential for indirect or cumulative impacts such as housing demand, workforce supply, and service access.

This definition reflects the spatial extent within which project-related impacts are likely to occur, either directly or indirectly, and ensures that mitigation measures are appropriately targeted.

The LGAs that will potentially be most impacted and/or benefit from the project are Cootamundra-Gundagai, Junee, and Temora, and have been included in this SIMP update to the social baseline. This reflects their geographic proximity to the project alignment and their relevance to social impact themes identified in the SIA, including workforce-related service demand and housing affordability. No further updates to other regional LGAs have been made, consistent with a proportionate focus on those areas most likely to experience indirect impacts.

4.3 Summary of Project Area Changes

This section summarises key changes in social conditions across the three primary LGAs within the social locality – Cootamundra-Gundagai, Junee, and Temora — using updated 2021 Census data. The review highlights several consistent regional trends, such as population ageing, increased housing stress, declining labour force participation, and rising demand for support services. At the same time, localised variations reflect the unique demographic and economic dynamics of each LGA.

While all three LGAs recorded modest income growth and relatively stable household structures, the pace and scale of change varied. Junee saw a notable drop in labour force participation; Temora experienced a small population decline and rising rental stress; and Cootamundra-Gundagai, while growing in population, showed a decline in economic participation and increasing disadvantage. These patterns underscore the need for place-based responses that account for both shared challenges and LGA-specific conditions.

Access to Social Infrastructure and Services

Several census indicators point to growing pressure on local health and social infrastructure. All three LGAs recorded increases in the number of people requiring assistance with core activities, alongside rising levels of unpaid care. These shifts are consistent with ageing populations and suggest increased demand on aged care, disability support, and home-based health services.

Simultaneously, trends such as greater work-from-home arrangements and heightened rental stress may elevate reliance on community services, particularly for financially vulnerable households.

These findings are relevant to the SIA, which identified workforce accommodation, service access, and housing affordability as key areas of social risk. By incorporating recent data into this SIMP, this update ensures that management measures remain aligned with local conditions — supporting more timely, proportional, and targeted mitigation responses.

Digital Inclusion and Community Vulnerability

Digital inclusion is a key factor influencing how individuals and communities access information, engage with services, and respond to change. It is particularly relevant to project-related impacts where online communication, digital service access, or remote engagement are involved. The Australian Digital Inclusion Index (ADII) provides a composite score (0–100) that reflects access, affordability, and digital ability.

Across the three LGAs comprising the SIMP social locality, digital inclusion has improved since 2020 but remains below the national average:

- Junee LGA scored 69.4 in 2022 (up from 63.0 in 2020)
- Cootamundra-Gundagai LGA scored 66.4 in 2022 (up from 59.0)
- Temora LGA scored 65.3 in 2022 (up from 55.0).

The national average in 2022 was 73.2. All three LGAs therefore reflect lower-than-average digital inclusion, with Temora showing the largest gap. This suggests a moderate level of digital vulnerability, particularly among older individuals, renters, or low-income households. This may influence the accessibility of project-related communications, support services, or complaints mechanisms delivered through online platforms (refer Figure 4.1 ADII Scores).

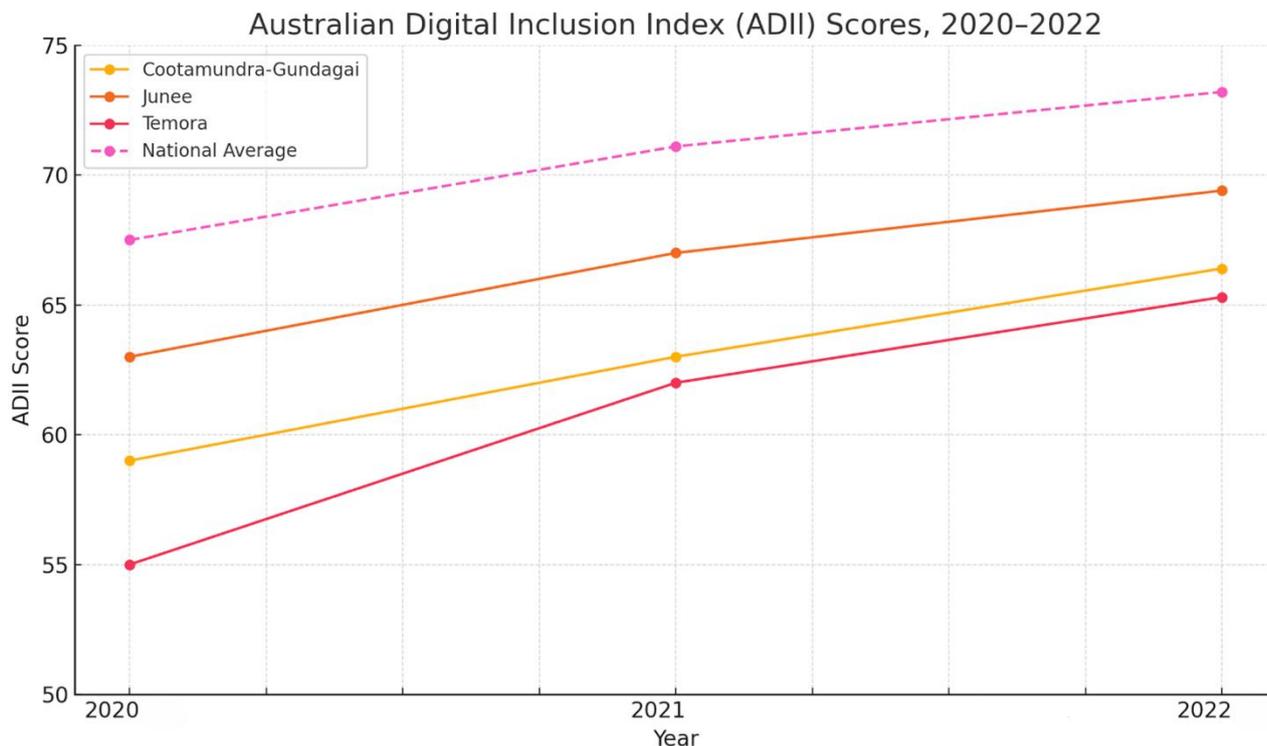


Figure 4.1 ADII Scores

Table 4.1 provides a structured overview of changes across the three LGAs. It presents a side-by-side comparison of 2016 and 2021 data across key indicators, along with a brief discussion of

regional and localised patterns. This comparative summary is intended to support ongoing project decision-making and monitoring.

Note: As the Cootamundra-Gundagai Regional Council was formed in 2016, no 2016 Census data exists under the merged LGA name. Figures cited for 2016 have been derived by combining ABS data from the Cootamundra and Gundagai Statistical Area 2 (SA2) regions, which closely align with the former council boundaries.

Table 4.1 Social and Demographic Changes by LGA (2016–2021)

Indicator	Cootamundra-Gundagai LGA			Junee LGA			Temora LGA			Comparative discussion	
	2016	2021	Change	2016	2021	Change	2016	2021	Change		
People and health	Population	10,030	11,403	+1,373	6400	6,415	+15	6,200	6,034	-166	<ul style="list-style-type: none"> Between 2016 and 2021, all three LGAs showed signs of population ageing and subtle demographic shifts, consistent with broader trends across rural NSW. Cootamundra-Gundagai recorded the strongest growth (+1,373), while Junee's population remained stable and Temora experienced a modest decline. Each LGA also saw a rise in median age, with Cootamundra-Gundagai increasing by two years and the others by one year. Gender profiles were largely stable, though Junee maintained a notably higher proportion of male residents — likely influenced by employment in correctional services. The proportion of residents who had never married rose in all LGAs, while the share of married people declined, particularly in Temora (-2.2%). Widowed residents increased most in Cootamundra-Gundagai, though this may partly reflect population structure and data aggregation effects. Family composition trends included a drop in the average number of children per family in Junee and Cootamundra-Gundagai, and a slight increase in couple families without children across all three LGAs. One-parent families declined modestly in Junee and Cootamundra-Gundagai, and remained stable in Temora.
	Median Age	47	49	+2	40	41	+1	46	47	+1	
	Males	49.2%	49.7%	+0.5%	56.8%	57.1%	+0.3	48.8%	48.9%	+0.1%	
	Females	50.8%	50.3%	-0.5%	43.2%	42.9%	-0.3	51.2%	51.1%	-0.1%	
	Married	51.1%	49.2%	-1.9%	46.7%	45.5%	-1.2%	52.4%	50.2%	-2.2%	
	Separated	3.3%	3.4%	+0.1%	3.9%	3.8%	-0.1%	3.5%	3.4%	+0.1%	
	Divorced	10.5%	9.1%	-1.4%	7.9%	8.2%	+0.3%	8.3%	9.3%	+1.0%	
	Widowed	7%	8.4%	+1.4%	5.6%	5.3%	-0.3%	8.3%	8.4%	+0.1%	
	Never married	27.6%	29.9%	+2.3%	35.9%	37.2%	+1.3%	27.5%	28.7%	+1.2%	
	Families	2,974	2,026	-948	1362	1485	+123	1623	1625	+2	
	Average Number of Children per family (for families with children)	2	1.9	-0.1%	2	1.9	-0.1%	2	2	No change	
Couple family without children	42.4%	50.2%	+7.8%	40.8%	44.1%	+3.3%	46.3%	47.9%	+1.6%		
One Parent Families	21%	14.6%	-6.4%	17.8%	16.6%	-1.2%	14.7%	15%	+0.3%		
Cultural background	Aboriginal and / or Torres Strait Islander People	4.4%	6.4%	+2%	4.7%	9.20%	+4.5	2.3%	3.4%	+1.1%	<ul style="list-style-type: none"> All three LGAs experienced modest increases in cultural diversity between 2016 and 2021. The proportion of residents identifying as Aboriginal and/or Torres Strait Islander people rose in each LGA, with the most significant increase observed in Junee (+4.5%), followed by Cootamundra-Gundagai (+2.0%) and Temora (+1.1%). This trend aligns with broader recognition and identification patterns seen across regional NSW. Birthplace data remained relatively stable, with each LGA maintaining a high proportion of
	Born in Australia	85.7%	85.2%	-0.5%	82.9%	85%	+2.1	88.4%	88.8%	+0.4%	
	English only used at home	92%	89.1%	-2.9%	75.7%	77.2%	+1.5%	92.4%	92.2%	-0.2%	
	Households where a non-English language is used	3.3%	3.9%	+0.6%	3.6%	5.1%	+1.5%	3.1%	3.4%	+0.3%	

Indicator	Cootamundra-Gundagai LGA			Junee LGA			Temora LGA			Comparative discussion	
										<p>Australian-born residents. Slight increases were recorded in Junee and Temora, while Cootamundra-Gundagai saw a small decline.</p> <ul style="list-style-type: none"> Language spoken at home showed minor shifts. Junee recorded the most notable increase in households using a language other than English (+1.5%), while Cootamundra-Gundagai and Temora experienced more modest rises. The proportion of households speaking only English declined slightly in all areas but remained high, particularly in Temora and Cootamundra-Gundagai. These patterns suggest incremental increases in cultural diversity across all three LGAs, though the pace and scale of change varied, with Junee showing the strongest shift. 	
Employment and income	Median weekly household income	\$973	\$1,132	+168	\$1,139	\$1,398	+\$259	\$1,033	1,203	+\$170	<ul style="list-style-type: none"> All three LGAs saw increases in both median household and personal incomes, suggesting some economic uplift over the five-year period. Junee recorded the strongest income growth (household +\$259, personal +\$142), followed by Temora and Cootamundra-Gundagai. This growth occurred despite mixed signals in labour force trends. Labour force participation declined across all LGAs, most sharply in Junee (-16.9%), which may reflect demographic ageing, industry changes, or increased disengagement from the workforce. Cootamundra-Gundagai also recorded a noticeable drop (-6.4%), while Temora remained relatively stable (-0.7%). Unemployment rates decreased in Junee and Temora but increased slightly in Cootamundra-Gundagai, possibly influenced by restructuring in local industries. Notably, the closure of Manildra Meatworks appears to have impacted employment patterns in both Cootamundra-Gundagai and Junee, with a shift away from meat processing and
	Median weekly personal income	\$549	\$627	+88	\$600	\$742	+\$142	\$546	\$656	+\$110	
	Labour Force	56.1%	49.7%	-6.4	65.9%	49.0%	-16.9%	56.7%	56%	-0.7%	
	Unemployment Rate	3.5%	4.0%	+0.5	4.8%	2.4%	-2.4	4.9%	2.9%	-2.0%	
	Industry of employment	Meat Processing: 7.0% Sheep Farming (Specialised): 3.6% Aged Care Residential Services: 3.4% Supermarket and Grocery Stores: 3.1% Local Government Administration: 2.9%	Aged Care Residential Services: 4.1% Supermarket and Grocery Stores: 4.0% Meat Processing: 3.9% Sheep Farming (Specialised): 3.2% Beef Farming (specialised): 2.6%	Change in dominant industry of employment, likely due to closure of Manildra Meatworks in February 2017 ¹	Meat Processing: 8.3% Correctional and Detention Services: 5.6% Grain-Sheep or Grain-Beef Cattle Farming: 4.2% Sheep Farming (Specialised): 3.9% Hospitals (except Psychiatric Hospitals): 3.0%	Meat Processing: 7.0% Correctional and Detention Services: 5.6% Grain-Sheep or Grain-Beef Cattle Farming: 4.1% Sheep Farming (Specialised): 4.1% Hospitals (except Psychiatric Hospitals): 3.6%	Reduced employment in dominant industry of employment, likely due to closure of Manildra Meatworks in February 2017 ²	Grain-Sheep or Grain-Beef Cattle Farming: 6.5% Other Grain Growing: 5.4% Supermarket and Grocery Stores: 4.2% Local Government Administration: 3.3% Aged Care Residential Services: 3.2%	Other Grain Growing: 5.8% Grain-Sheep or Grain-Beef Cattle Farming: 5.2% Supermarket and Grocery Stores: 3.5% Local Government Administration: 3.4% Aged Care Residential Services: 3.6%	No change in top industries of employment	

¹ Source: <https://www.abc.net.au/news/rural/2017-02-24/record-lamb-prices-killing-off-country-abattoirs/8298434>

² Source: <https://www.abc.net.au/news/rural/2017-02-24/record-lamb-prices-killing-off-country-abattoirs/8298434>

Indicator	Cootamundra-Gundagai LGA			Junee LGA			Temora LGA			Comparative discussion	
										<p>towards aged care and retail sectors.</p> <ul style="list-style-type: none"> • Temora showed the least change in its dominant industries, maintaining a strong agricultural and public service profile. In contrast, Junee and Cootamundra-Gundagai displayed more pronounced shifts, reflecting regional economic transitions and local employment restructuring. 	
Dwellings and housing	Number of occupied private dwellings	86.5%	88.0%	+1.5	89%	88.8%	-0.2%	87.1%	86.5%	-0.6%	<ul style="list-style-type: none"> • All three LGAs experienced relatively stable household compositions and dwelling patterns, with a few localised shifts. The proportion of occupied private dwellings changed only marginally, with a slight increase in Cootamundra-Gundagai and small declines in Junee and Temora. • Household size remained stable across the region, with the average number of people per dwelling holding at 2.3 in both Cootamundra-Gundagai and Temora, and declining slightly in Junee. • Family households remained the dominant household type, though there was a minor decline in Junee and Temora (-0.9%). Single-person households increased modestly in all three LGAs, suggesting a gradual shift toward smaller household structures. Group households declined in Cootamundra-Gundagai and Temora but increased slightly in Junee. • Separate houses remained the predominant dwelling type. However, Temora experienced a notable increase in semi-detached dwellings (+4.2%) and a sharp drop in flats/apartments (-4.5%), suggesting changes in housing stock availability. Cootamundra-Gundagai also saw an increase in semi-detached dwellings, while Junee's housing structure remained more stable. • Ownership trends showed increases in outright home ownership in all LGAs, with a concurrent decline in homes owned with a mortgage. Mortgage stress rose across all areas, most markedly in Temora (+13.4%).
	Family households	65.8%	66.4%	+0.6%	70.1%	69.2%	-0.9%	68.1%	67.2%	-0.9%	
	Single (or lone) person households	31%	31.6%	+0.6%	27.5%	27.9%	+0.4%	30.1%	31.7%	+0.6%	
	Group households	3.1%	2.0%	-1.1%	2.5%	3.0%	+0.5%	1.9%	1.1%	-0.8%	
	Dwelling structure: Separate house	92.6%	92.4%	-0.2%	95.4%	94%	-0.4%	91.5%	95.1%	+4%	
	Semi-detached, row or terrace house, townhouse etc	2.4%	4.8%	+2.4%	2.1%	1.7%	-0.4%	1.7%	5.9%	+4.2%	
	Flat or apartment	3.3%	1.8%	-1.5%	2.0%	3.2%	+1.2%	5.0%	0.5%	-4.5%	
	Owned Outright	42.8%	47.1%	+4.3%	36%	39.2%	+3.2%	46.6%	47.6%	+1%	
	Owned with a mortgage	27.8%	25.3%	-2.5%	32.9%	31.1%	-1.8%	26.5%	24.7%	-1.7%	
	Median monthly mortgage repayments	\$1,131	\$1,170	+\$39	\$1,200	\$1,257	+\$57	\$1,148	\$1,100	-\$48	
	Owner with Mortgage Households Paying >30% of Income	5.2%	7.9%	+2.7%	4.9%	7.5%	+2.6%	3.9%	17.3%	+13.4%	
	Rental Costs (median weekly rent)	\$170	\$220	+\$40	\$200	\$260	+\$60	\$175	\$230	+\$55	
	Households in Rental Stress	6.8%	28.3%	+21.6%	7.3%	28.4%	+21.1%	6.1%	29%	+22.9%	
Rental Vacancies / Rental Vacancy Rate (postcode 2590)	2.3%	2.0%	-0.3%	1.0%	0.7%	-0.3%	0.4%	1.2%	+0.8%		

Indicator	Cootamundra-Gundagai LGA			Junee LGA			Temora LGA			Comparative discussion	
										<ul style="list-style-type: none"> Rental stress rose sharply in all three LGAs, with increases of more than 20% in each. These changes, alongside rising rents and low vacancy rates, suggest growing affordability pressures in the rental market, despite relatively modest changes in other housing indicators. 	
Health, wellbeing and accessibility	Has need for assistance with core activities	6.9%	8.2%	+1.3%	5.2%	6.1%	+0.9%	6.4%	7.4%	+1%	<ul style="list-style-type: none"> All three LGAs saw modest increases in the proportion of residents needing assistance with core activities, indicating a growing population with disability or age-related support needs. This trend was most pronounced in Cootamundra-Gundagai (+1.3%) and consistent with an ageing demographic profile across the region. Unpaid care provision rose in each LGA, with the strongest increase in Junee (+2.1%). This suggests increased informal care responsibilities within households, particularly in smaller or lower-income communities. SEIFA scores declined slightly in all LGAs, with Junee dropping into a lower decile (from 3 to 2), indicating increasing relative disadvantage. Cootamundra-Gundagai and Temora also showed marginal reductions in socio-economic advantage but remained in their respective deciles. Volunteering rates declined significantly in all three LGAs, with Temora experiencing the steepest drop (-7.7%). This may reflect broader lifestyle pressures, ageing volunteer bases, or disruptions due to the COVID-19 pandemic. Working from home increased in all areas, particularly in Cootamundra-Gundagai, consistent with national pandemic-driven shifts in work practices. Car travel remained the dominant mode of transport, though small increases in public transport usage were observed in some LGAs. Private vehicle ownership patterns shifted slightly, with a decrease in households owning three or more vehicles in Cootamundra-Gundagai, suggesting potential
	Provided unpaid assistance	13.4%	13.7%	+0.3%	9%	11.1%	+2.1%	13.1%	13.9%	+0.8%	
	SEIFA	Score 943 Decile 3 (NSW)	Score 926 Decile 3 (NSW)	Slightly lower score. No change in decile.	Score 927 Decile 3 (NSW)	Score 918 Decile 2 (NSW)	Lower score resulting in lower decile.	Score 943 Decile 4 (NSW)	Score 939 Decile 4 (NSW)	Slightly lower score. No change in decile.	
	Volunteering (past 12 months)	26.5%	20.5%	-6%	21%	16.3%	-4.7%	32.9%	25.2%	-7.7%	
	Worked at Home	4.5%	10.4%	+5.9%	10.6%	12.7%	+2.1%	11.0%	11.6%	+0.6%	
	Travel to Work by Car (Driver or Passenger)	73.8%	71.2%	-2.6%	70.5%	71.9%	+1.4%	67.2%	68.8%	+1.6%	
	Used Public Transport	0.6%	0.9%	+0.3%	0.6%	0.6%	No change	0.7%	0.6%	-1.0%	
	Number of registered motor vehicles - None	5%	6.9%	+1.9%	5.1%	5.3%	+0.2%	6.7%	6.2%	+0.5%	
	Number of registered motor vehicles - 1 motor vehicle	37.1%	35.6%	-1.5%	30.1%	31.3%	+1%	32.2%	33.3%	+1.1%	
	Number of registered motor vehicles - 2 motor vehicles	29.1%	34.9%	+5.8%	35.3%	34.9%	-0.4%	35.4%	34.4%	-1%	
	Number of registered motor vehicles - 3 or more motor vehicles	28.8%	20.7%	-8.1%	23.5%	25.7%	+1.2%	20.9%	24.3%	+3.4%	

Indicator	Cootamundra-Gundagai LGA			Junee LGA			Temora LGA			Comparative discussion
										affordability constraints or smaller household sizes.

**Note: As the Cootamundra-Gundagai Regional Council was formed in 2016, no 2016 Census data exists under the merged LGA name. Figures cited for 2016 have been derived by combining ABS data from the Cootamundra and Gundagai SA2 areas, which align closely with the former council boundaries.*

5 Consultation

5.1 Overview

A targeted consultation program was conducted during April and May 2025 to inform the development of the SIMP. The engagement program was conducted to gather feedback on the proposed social mitigation measures and seek input into how measures might be refined, implemented, and monitored. It also provided an opportunity to identify new or emerging impacts, validate the findings of the SIA, and strengthen relationships with stakeholders.

Stakeholders engaged as part of the SIMP development were:

- Stakeholders who are directly affected by a social impact as a result of the project
- Stakeholders with a direct interest in a proposed mitigation measure.

Where the EIS identified broad stakeholder categories such as 'local residents', 'Aboriginal people' or 'businesses', consultation was sought with entities that represent their interests, such as councils, progress associations, Local Aboriginal Land Councils or Business Chambers.

5.2 Objectives of Engagement

Engagement to inform this SIMP was guided by Condition of Approval B109(b), which requires involvement from directly affected communities and businesses, Local Aboriginal Land Councils (LALCs), community organisations and representative groups, and councils.

In addition, and consistent with Updated Mitigation Measure SE-3, the SIMP has been developed in consultation with local councils and service providers, including local and regional health and emergency service providers. This ensures the SIMP appropriately responds to both localised social needs and broader service planning considerations during construction and operation of the project.

Objectives of the engagement process were to:

- Check Social Impacts: Identify any new or specific impacts in your area since the original SIA was approved
- Evaluate Mitigation Measures: Gather feedback on proposed strategies and targets and explore opportunities to enhance them
- Promote Transparency: Ensure open communication about how your input shapes project decisions
- Strengthen Community Ties: Build trust and improve outcomes through ongoing stakeholder collaboration.

5.3 Engagement Approach

The engagement approach included targeted stakeholder conversations and opportunities for broader community participation.

Targeted stakeholder engagement focused on the social impacts most relevant to each group's interests, responsibilities, or potential exposure and included stakeholders such as local councils, local and regional health and emergency service Aboriginal and First Nations groups and community groups.

These sessions were guided by a presentation pack providing an overview of the social impacts and mitigation measures. Engagement methods included one-on-one discussions and small group meetings, either face-to-face or via an online teleconference platform. Engagement with directly impacted property owners was also targeted through the Individual Property Management Plans (PMPs).

To capture broader community perspectives, SIMP materials were displayed at a community drop-in session held at the Illabo Post Office/General Store on 5 May 2025. Project-specific SIMP posters were also exhibited at the Illabo General Store, Cootamundra IGA Community

Noticeboard, and Stockinbingal Post Office. These posters invited feedback and linked to an online survey, which was also made available via the project website and shared with targeted stakeholders and community groups.

The engagement techniques and tools used to support the consultation process and collect feedback are summarised in Table 5.1. Engagement outcomes are outlined in Table 5.2. A full record of stakeholders consulted, including dates and methods of engagement, is provided in **Appendix B**.

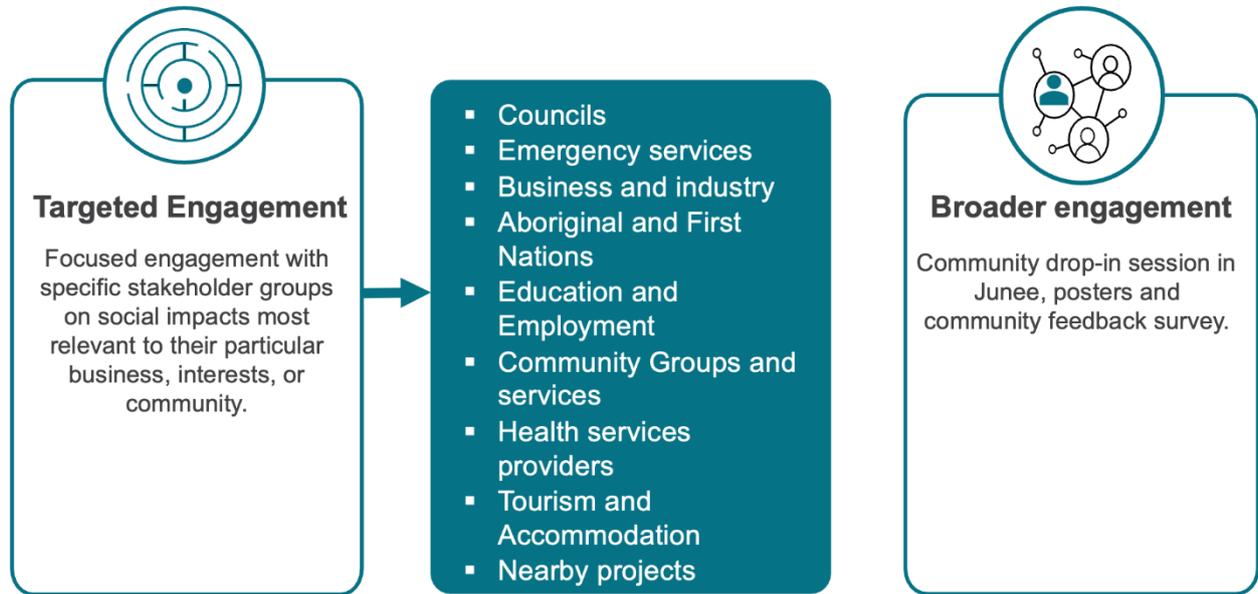


Figure 5.1 Engagement approach

Table 5.1 Engagement tools during SIMP development (targeted and broader engagement).

Engagement tool	Timing	Stakeholders	Purpose	No. stakeholder groups invited	No. participated
Targeted small group meetings (face to face or online)	15 April 15 to 7 May 2025	Junee Shire Council (JSC) Cootamundra-Gundagai Regional Council (CGRC) Temora Shire Council (TSC) Representative from key stakeholder groups including emergency services, community groups including the Stockinbingal Community Association, Junee Business and Trades and representatives, councils, Aboriginal and Torres Strait Islanders representatives and industry.	Small group briefings with key stakeholders to provide an update on the SIMP and seek their feedback on the proposed measures might be refined and implemented.	2	14
One-on-one targeted briefings (face to face or online)	24 April to 7 May 2025	Representative from key stakeholder groups including members of the existing Community Consultative Committee (CCC), which is operated in accordance with the Department's Community Consultative Committee Guideline and maintained as part of the Community Communication Strategy in line with CoA B2. Other participating groups included Regional Development Australia (Riverina and Central West), NSW Farmers, Temora Business Enterprise Group, Murrumbidgee Primary Health Network.	One-on-one meetings were held with stakeholders to seek their specific feedback.	31	28
Community drop-in session	5 May 2025	Illabo and Stockinbingal and surrounds.	These informal sessions provided an opportunity for community members to speak directly with project team representatives, learn more about the project and the SIMP, ask questions, and provide feedback. There were posters specifically related to the SIMP, as well as a survey. Info sessions were jointly held with the Albury to Illabo section of Inland Rail.	All community members	0



Engagement tool	Timing	Stakeholders	Purpose	No. stakeholder groups invited	No. participated
Phone calls and emails	24 April to 7 May 2025	Illabo and Stockinbingal and surrounds.	Where stakeholders were unavailable or uninterested to meet in person or online, information on the SIMP was provided via email or verbally and feedback received over the phone. Stakeholders also called after face-to-face meetings to provide additional feedback on the SIMP.	N/A	7
Online survey	28 April to 30 May 2025	Illabo and Stockinbingal and surrounds.	Online community feedback survey was made available to support broader community input into the SIMP. The survey invited feedback on proposed mitigation and management measures, as well as opportunities to enhance the social and economic benefits of the Project. Community members were encouraged to review a summary of the SIMP content and share their views on how the Project could better address social impacts.	All community members	0 completed

5.4 Engagement Outcomes

Feedback gathered through engagement played an important role in shaping this SIMP. Input from participants helped to refine the identification of social impacts, confirm the relevance of proposed mitigation measures, and highlight opportunities to improve outcomes for local communities.

In total, 33 entities were approached and invited to participate in a consultation meeting. A total of 19 briefings were held with 42 stakeholders, 7 entities provided verbal feedback over the phone in lieu, or in addition to, a meeting.

Table 5.2 summarises key social impact themes identified through targeted consultation.

Based on stakeholder and community input, a number of updates and refinements have been made to the SIMP to better reflect local context and expectations. Feedback has been grouped by key social impact themes consistent with those used in the SIA. This approach aligns with Updated Mitigation Measures SE-1, SE-3 and SE-4, which require the SIMP to address potential impacts across workforce management, industry participation, housing and accommodation, community health and wellbeing, and stakeholder engagement. Table 5.3 summarises the feedback received and how it has been considered in the SIMP.

Table 5.2 Summary of engagement outcomes

Stakeholder Group	LGA / Region	Summary of Key Issues Raised
Cootamundra-Gundagai Regional Council	CGRC	Upskilling local workers, social integration of workforce, school bus impacts, housing stress, cumulative impacts.
Junee Shire Council	JSC	Employment for youth, after-hours community events, integration of workers, telecommunication concerns, use of local channels.
Temora Shire Council	TSC	Freight access, limited housing due to hospital, opportunities for local jobs and business info, critical infrastructure overlap.
NSW Farmers	Various	Competition for farm workers, communication duplication, dust and road impacts, rural noise exposure.
Regional Development Australia – Riverina	Riverina	Job competition, geographic and legacy sensitivity, need for lateral community benefits, better sequencing of decisions.
Regional Development Australia – Central West	Various	Business communication and freight planning needs, Inland Rail program coherence.
Southern Region Emergency Management	Various	Need for LEMC coordination, Local Rescue Committee briefings, emergency naming, response tours, shared training facility.
Community Consultative Committee	Various	Driver behaviour, fire safety roles, need for Liaison Officers, longer notice for farm planning, legacy clarity, target simplicity.
Stockinbingal Community Association	CGRC	Traffic and road safety, legacy telecommunications upgrades, community cohesion.
Elouera Association	CGRC	Travel time for NDIS, interest in project-linked social enterprise opportunities.
Young LALC	Various	Reduce duplication of engagement, consolidate efforts for efficiency.
Wagga Wagga LALC	Various	Reduce duplication of engagement, local employment and training opportunities, consolidate efforts for efficiency.

Stakeholder Group	LGA / Region	Summary of Key Issues Raised
Murrumbidgee Primary Health Network	CGRC / Riverina	Interest in early visibility of construction workforce estimates and accommodation plans to understand potential impacts on local health service capacity. Recommended ongoing updates and coordination with health providers during peak construction.

Table 5.3 How targeted engagement outcomes have been considered in this SIMP

SIMP Theme	Stakeholder	Action	SIMP Response
Workforce management	Cootamundra Gundagai Regional Council	Opportunity to upskill local workers.	Addressed through Table 7.1 and the Workforce Management Sub-Plan (Appendix D), which include employment, training, and skills development commitments.
	Cootamundra Gundagai Regional Council	Consider focus on traineeships given project timeframe won't support complete apprenticeship.	Updated mitigation measure in Table 7.1 to include consideration of traineeships where full apprenticeships may not be supported due to project constraint.
	Cootamundra Gundagai Regional Council	Social integration of workforce will be important for Cootamundra residents.	Social integration of workers addressed through Code of Conduct, behavioural expectations, and community integration targets (Table 7.5).
	Cootamundra Gundagai Regional Council	Detailed understanding of workforce projections will be needed to understand changing demands on services.	Included new mitigation measures in Workforce Management to maintain and regularly update workforce demand projections (Table 7.1).
	Junee Council	Employment and training opportunities should be promoted to school leavers.	Addressed through SIMP Table 7.1 and the Workforce Management Sub-Plan (Appendix D), which include employment, training, and skills development commitments.
	Junee Council	Work placements should also be offered to the local workers to build skill set and experience.	Addressed through SIMP Table 7.1 and the Workforce Management Sub-Plan (Appendix D), which include employment, training, and skills development commitments.
	Temora Shire Council	Limited workforce and existing challenge for businesses to attract and retain staff.	New Social Impact added to acknowledge potential resource strain and cumulative impacts (SI 51). Mitigation and management measures incorporated into Table 7.1.
	Temora Shire Council	Promote opportunities for workforce to participate in local sporting teams.	New Social Impact added to acknowledge potential resource strain and cumulative impacts (SI 51). Mitigation and management measures incorporated into Table 7.1.

SIMP Theme	Stakeholder	Action	SIMP Response
	Regional Development Australia – Riverina	All major projects have similar targets but are looking to draw from same pool of workers. There are more jobs than people.	New Social Impact added to acknowledge potential resource strain and cumulative impacts (SI 51). Mitigation and management measures incorporated into Table 7.1.
	Regional Development Australia - Central West	Very low unemployment in the wider region.	New Social Impact added to acknowledge potential resource strain and cumulative impacts (SI 51). Mitigation and management measures incorporated into Table 7.1.
	Wagga Wagga LALC	There is a gap between advertising jobs and community/potential workers. Job opportunity information isn't getting to those who could take them.	Addressed through SIMP Table 7.2
	Junee Business and Trades	Already difficult to find staff in region. Project should not make this worse. Local businesses cannot afford higher wages.	New Social Impact added to acknowledge potential resource strain and cumulative impacts (SI 51). Mitigation and management measures incorporated into Table 7.1.
	Junee Business and Trades	Some local businesses are too small and cannot scale to work on major infrastructure projects – scaling is not sustainable.	Addressed through measures in the SIMP to support participation of small local businesses via simplified procurement information and early notification of opportunities, and engagement through local forums and briefings to increase readiness (Table 7.1).
	Southern Region Regional Emergency Management	Quarterly meetings to monitor workforce behaviour should also occur with the Local Rescue Committee.	Included Local Rescue Committee as stakeholder to consult with regularly in Table 7.1.
	Southern Region Regional Emergency Management	Police walk through/familiarisation of workers camp should occur once facility is set up.	Included as additional mitigation measure in Table 7.4: Emergency access and public safety i.e.; Concerns about emergency services access and community safety risk.
	NSW Farmers	The project won't be helpful to rural property owners who employ part-time workers - farmers can't compete with contractors.	New Social Impact added to acknowledge potential resource strain and cumulative impacts (SI 51). Mitigation and management measures incorporated into Table 7.1.

SIMP Theme	Stakeholder	Action	SIMP Response
	NSW Farmers	Risk for farmers and sensitivity to farm workforce issue does not come across in SIMP information. No one likes fly in fly out workers but need to find the balance to mitigate potential impacts for local farmers.	New Social Impact added to acknowledge potential resource strain and cumulative impacts (SI 51). Mitigation and management measures incorporated into Table 7.1.
	NSW Farmers	Upskilling should be used to leave legacy.	Addressed through SIMP Table 7.1 and the Workforce Management Sub-Plan (Appendix D), which include employment, training, and skills development commitments.
	Community Consultative Committee	Limited unemployment in the area will make achieving targets difficult.	New Social Impact added to acknowledge potential resource strain and cumulative impacts (SI 51). Mitigation and management measures incorporated into Table 7.1.
	Community Consultative Committee	Driver behaviour should also be included as part of workforce behaviour and integration target.	New Social Impact added (SI 13). Mitigation and management measures incorporated into Table 7.4.
	Community Consultative Committee	Dedicated information on local driver expectations should be communicated to all staff.	New Social Impact added (SI 13). Mitigation and management measures incorporated into Table 7.4.
	Stockinbingal Community Association	Workers camp will result in increased traffic on local roads. Speed limit should be reduced to maintain safety.	These concerns are managed through the Traffic Management Plan and Environmental Management Sub-plans. Code of conduct and driver behaviour consider in Table 7.4.
Community Health and Wellbeing	Cootamundra Gundagai Regional Council	Road closures will impact school bus routes. Ongoing consultation required with schools and bus operators during construction.	New Social Impact added (SI 13). Mitigation and management measures incorporated into Table 7.4.
	June Council	SIMP should clearly identify construction and operational impacts.	Project aspect is identified for each social impact (i.e. pre-construction, construction or operations) (Section 6 and Section 7).
	June Council	Construction impacts to harvest need to be considered, particularly with wet weather and road access.	SI25 specifically addresses impacts on agricultural production and associated mitigation measures.
	June Council	Council wants emergency service access for bush fire management on eastern side of track closer to fire threat.	Emergency access and ongoing consultation with Council is included in the SIMP (Section 6 and Section 7).

SIMP Theme	Stakeholder	Action	SIMP Response
	Temora Shire Council	Traffic access for farmers, freight and general community is critical – particularly with work on Burley Griffin Way.	These concerns are managed through the Traffic Management Plan and Environmental Management Sub-plans. The SIMP addresses access impacts, specifically with work on Burley Griffin Way and identifies mitigation measures (SI10, 12, 27, 37 and 38).
	Southern Region Regional Emergency Management	Project should request to be observing member in the LEMC for duration of the project to hear discussion and answer any questions. Project should be in room to address issues as they arise.	Incorporated into Table 7.4: Emergency access and public safety.
	Southern Region Regional Emergency Management	Separate meeting should be held at start of project with Local Rescue Committee to understand risks, proposed project controls, expectations of local services and rescue capabilities on site.	Included Local Rescue Committee as stakeholder to consult with regularly in Table 7.1.
	Southern Region Regional Emergency Management	Follow up meeting with Local Rescue Committee should be held every 6 months so committee is across the changes on site as construction progresses.	Included Local Rescue Committee as stakeholder to consult with regularly in Table 7.1.
	Southern Region Regional Emergency Management	Naming conventions should be discussed for project site locations, agreed with LEMC and linked to emergency services CAD system. Project names for site access may not be known by responders answering the call in Sydney or Wollongong. Rural mailbox number known as RMB# should be assigned to project sites.	SIMP Section 7 and narrative mitigation tables describe regular meetings and briefings with emergency services.
	Southern Region Regional Emergency Management	Emergency service site tour should be organised when site is being established for project familiarisation. Services need to understand what equipment is on site, control measures, site signage and process for transition of control during an incident.	Included as additional mitigation measure in Table 7.4: Emergency access and public safety i.e.; Concerns about emergency services access and community safety risk.
	Southern Region Regional Emergency Management	Limited emergency services training areas in regional areas. A training area during construction would be beneficial to upskill local services and could be considered as ongoing legacy piece.	SIMP Section 7 and narrative mitigation tables describe regular meetings and briefings with emergency services.

SIMP Theme	Stakeholder	Action	SIMP Response
	RDA Riverina	2-kilometre radius on a regional job is not the same as a metro job. Project needs to consider other properties in and around area that may be impacted (consider geography and property ownership).	The SIMP language has been amended to remove the fixed geographic boundary (2 km) and instead refer to 'stakeholders directly adjacent to or likely to be impacted by construction activities (Section 7).
	NSW Farmers	Use of Goldfields potable water at workers camp will not be seen favourably by farmers who have not been able to secure a connection for their properties.	The project team acknowledges concerns about the perception of fairness regarding water access. This issue has been referred to the engagement team to ensure local property owners are provided with accurate information about the project's water sourcing and supply arrangements. Table 7.4: Agricultural operations continuity.
	NSW Farmers	Noise impacts are felt more in the bush as noise travels further.	Addressed in Table 7.4: Amenity and Environmental Disruptions to Nearby Neighbours
	Community Consultative Committee	Traffic changes and road closures will be key impact for community due to number of commuters and regional industries.	The SIMP addresses access impacts (SI10, 12, 27, 37 and 38).
	Community Consultative Committee	School buses will be impacted by local road changes and road closures. Need dedicated consultation as part of traffic planning.	New Social Impact added (SI 13). Mitigation and management measures incorporated into Table 7.4.
	Community Consultative Committee	Dust management will be major concern for neighbouring properties during construction.	The SIMP addresses this impact (SI24).
	Community Consultative Committee	Consultation with LEMC is too high, conversations/consultation should also be had with lower level (local Fire Captains who will respond if incident) twice a year - 1 meeting coming into summer (pre fire season) and 1 meeting post fire season.	SIMP Section 7 and narrative mitigation tables describe regular meetings and briefings with emergency services.
	Community Consultative Committee	Responsibility for who manages fire risk needs to be clear between project and emergency services.	SIMP Section 7 and narrative mitigation tables describe regular meetings and briefings with emergency services.

SIMP Theme	Stakeholder	Action	SIMP Response
	Community Consultative Committee	Regular outages with current telecommunication service. Current service will not handle extra people in the area.	Incorporated additional mitigation measure into Table 7.4: Emergency access and public safety.
	Stockinbingal Community Association	Limited telecommunication service in Stockinbingal with regular outages. Additional project staff in area will make it worse. Project solution should be maintained longer term as legacy piece for community.	Incorporated additional mitigation measure into Table 7.4: Emergency access and public safety.
	Elouera Association	Project traffic changes could add additional travel time and costs to current participants which comes out of their NDIS funding. Current transport costed on a time/km funding model.	The SIMP addresses access impacts and changes to traffic, including notifications and engagement with stakeholders (SI 10, 12, 27, 37 and 38). Elouera Association and communities are included in engagement approach.
	Elouera Association	Advance notice needed about upcoming road changes and delays.	The SIMP addresses access impacts and changes to traffic, including notifications (SI10, 12, 27, 37 and 38).
	Murrumbidgee Primary Health Network	Mental health focus is good and should be maintained throughout project.	Statement only. No further action required.
Housing availability and affordability	Cootamundra Gundagai Regional Council	Accommodation market already at capacity during summer and spring events.	The SIMP addresses impact on short term accommodation (SI 03) and Table 7.3.
	Temora Shire Council	Housing availability during hospital redevelopment may be constrained.	The SIMP addresses impact on housing available and identified mitigation and monitoring measures (Table 7.3).
	Temora Shire Council	Short term visitors welcome to Temora during events in other towns.	Statement only. No further action required.
	Regional Development Australia	Different communities have different expectations of what workers camp will be.	Statement only. No further action required.



SIMP Theme	Stakeholder	Action	SIMP Response
	Regional Development Australia	Potential legacy pieces are not being considered early enough in project planning to actualise opportunities for community (ability to leave accommodation infrastructure in place post project). Camps are planned and all requirements put in place for duration of construction but limited options for community to keep elements.	The project team will inform local stakeholders of the intended duration and demobilisation of the workers camp. Opportunities for temporary community benefit during construction considered where feasible (table 7.4).
	Regional Development Australia	Project team should think outside the box on how camp services can be used to benefit the community - how can surplus services be used when camp is not at peak. Community is ok with services being removed if service duration and expectation is communicated early. Think laterally about what can be offered to smaller cohorts.	The project team will inform local stakeholders of the intended duration and demobilisation of the workers camp. Opportunities for temporary community benefit during construction considered where feasible (table 7.4).
	Murrumbidgee Primary Health Network	Housing availability is low, and homelessness rates are increasing across region.	The SIMP addresses impact on housing available and identified mitigation and monitoring measures (Table 7.3).
Community Engagement	Junee Council	Community events should be held in Illabo after hours to allow community participation.	Considered in Table 7.5 and through requirement for a Proposal-specific Communication and Stakeholder Engagement Plan. These suggestions have been noted and will be shared with the Community Engagement Team to inform the planning of future events and communications. Community engagement activities, including meeting schedules, online content, and local communication channels, will continue to be refined to improve accessibility and relevance for local communities.
	Junee Council	Community should volunteer ideas for beautification projects. Better local options come from grassroots.	Considered in Table 7.5 and through requirement for a Proposal-specific Communication and Stakeholder Engagement Plan. These suggestions have been noted and will be shared with the Community Engagement Team to inform the planning of future events and communications. Community engagement activities, including meeting schedules, online content, and local communication channels, will continue to be

SIMP Theme	Stakeholder	Action	SIMP Response
			refined to improve accessibility and relevance for local communities.
	Junee Council	Make information and videos from 'Meet the Contractor' events online so more people can access information post event.	Considered in Table 7.5 and through requirement for a Proposal-specific Communication and Stakeholder Engagement Plan. These suggestions have been noted and will be shared with the Community Engagement Team to inform the planning of future events and communications. Community engagement activities, including meeting schedules, online content, and local communication channels, will continue to be refined to improve accessibility and relevance for local communities.
	Temora Shire Council	Council communication channels can be used to promote appropriate project information and opportunities.	Considered in Table 7.5 and through requirement for a Proposal-specific Communication and Stakeholder Engagement Plan. These suggestions have been noted and will be shared with the Community Engagement Team to inform the planning of future events and communications. Community engagement activities, including meeting schedules, online content, and local communication channels, will continue to be refined to improve accessibility and relevance for local communities.
	Youth Local Aboriginal Land Council	Consultation needs to be better consolidated to lesson time/effort requirement on community groups.	Consultation fatigue considered in SI-19 and Table 7.5: Engagement fatigue and landholder stress.
	Cootamundra Aboriginal Working Part and Riverina Murra Regional Alliance	Consider clarification of target wording to differentiate between similar targets (80% of complaints and 100% of workforce related complaints).	Targets updated and modified in Section 7.
	NSW Farmers	Duplication of information from government projects (different people from same project contacting same stakeholder) should be minimised.	Consultation fatigue considered in SI-19 and Table 7.5: Engagement fatigue and landholder stress.

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SIMP Theme	Stakeholder	Action	SIMP Response
	Community Consultative Committee	Longer term construction program should be provided to neighbouring farmers so they can mitigate impact to farm activities. Project should strive for longer than seven days' notice.	Updated Table 7.4: Agricultural operations continuity.
	Community Consultative Committee	There should be at least two dedicated Liaison Officers on the project - one south and one north. They should be able to cover when other one is on leave and be across details of the properties and people.	Directly or indirectly addressed through the commitments outlined in Table 7.5 of the SIMP.
	Community Consultative Committee	Liaison officers should contact impacted property owners at least monthly to maintain relationship and two way communication flow.	Directly or indirectly addressed through the commitments outlined in Table 7.5 of the SIMP.
	Community Consultative Committee	Some nearby properties that will be impacted by project but do not get mail from Illabo or Stockinbingal. Project team will need to identify how to get information to these additional community members.	Directly or indirectly addressed through the commitments outlined in Table 7.5 of the SIMP.
	Community Consultative Committee	More notice should be given to community and a mix of communication channels should be used to promote project activities and events.	Directly or indirectly addressed through the commitments outlined in Table 7.5 of the SIMP.
	Community Consultative Committee	Communication with local community needs to be two way process. Project should be sympathetic where possible and be a good neighbour.	Directly or indirectly addressed through the commitments outlined in Table 7.5 of the SIMP.
Industry Participation	Cootamundra Gundagai Regional Council	Where possible provisions for the workforce camp should be sourced locally.	Refer Table 7.1. The SIMP supports local procurement for camp operations through implementation of inclusive supplier briefings and the Australian Industry Participation Plan. John Holland is committed to maximising local sourcing where feasible and providing clear access pathways for local and small businesses.
	Junee Council	Provide tender concierge support to small business and sole traders tendering to supply materials and skills.	Addressed under supplier briefings and Meet the Contractor events to simplify access to procurement processes (Table 7.1)

SIMP Theme	Stakeholder	Action	SIMP Response
	Temora Shire Council	Information to be made available on the types of jobs and opportunities that will be available on the project.	Mitigation commits to job pathway communications through Meet the Contractor events and AIPP deliverables (Table 7.1).
	Regional Development Australia Central West	Information is required to help businesses plan for the future and make most of upcoming freight opportunity.	Addressed indirectly via consultation with councils and business chambers to identify market pressures and constraints.
	Junee Business and Trades	Other nearby major project opportunities were promoted to local businesses but haven't eventuated. Businesses are way to scale.	Ongoing consultation and perception surveys included as triggers for adjustment or clarification of benefit pathways (Table 7.1)
	Junee Business and Trades	Dedicated information session over breakfast suggested to engage local businesses and individuals on project opportunities.	Addressed in Minimum two business workshops and two Meet the Contractor events per LGA. Timing and format flexible (Table 7.1)
	Junee Business and Trades	Local business should be promoted and supported throughout the project – keen to see local businesses survive and thrive.	Commitment to inclusive procurement, monthly engagement with business chambers, and local spending initiatives (Table 7.1).
	Elouera Association	Elouera has number of business streams to support its operation. Opportunity to use social enterprise as part of project delivery.	Approach aligns with inclusive procurement for local social enterprises and SMEs.
	Temora Business Enterprise Group	Limited understanding of the project to date. More information needed for businesses to understand the potential opportunities.	Addressed by structured pre-construction engagement, workshops, and public-facing information sessions (Table 7.5).
	Temora Business Enterprise Group	Local initiatives for people to spend money in town should be promoted and used as part of project.	Addressed in measure to encourage workers to support local businesses, plus community partnerships and spending focus (Table 7.1).
Cumulative impacts from other infrastructure project's	Cootamundra Gundagai Regional Council	Local confusion between the different Inland Rail projects and who is who.	Updated Table 7.5: Transparency, responsiveness and trust to include a mitigation measure specific to helping stakeholders clearly identify the relevant Inland Rail project section and delivery partner.
	Temora Shire Council	Several other projects in area that will contribute to cumulative impacts including Hospital redevelopment,	Cumulative impacts are considered in the SIMP (SI 30, SI 50).



SIMP Theme	Stakeholder	Action	SIMP Response
		Jindalee Feedlot, LPC Eggs expansion and other renewable projects.	
	Wagga Wagga Local Aboriginal Land Council	Confusion between the different Inland Rail projects and who is delivering each section.	Updated Table 7.5: Transparency, responsiveness and trust to include a mitigation measure specific to helping stakeholders clearly identify the relevant Inland Rail project section and delivery partner.
	Regional Development Australia	Ongoing, region-wide need for clear, cohesive communication about the entire Inland Rail program.	Updated Table 7.5: Transparency, responsiveness and trust to include a mitigation measure specific to helping stakeholders clearly identify the relevant Inland Rail project section and delivery partner.
	Regional Development Australia Riverina	Decisions made early in project lifecycle do not factor in place-based information and local community needs. Limited opportunities to actualise benefits when you get to construction stage.	The SIMP focuses on ensuring benefit pathways are transparent during construction.
	Community Consultative Committee	Simplify wording of SIMP targets and desired outcomes to make it easier for community members to understand.	Where possible, targets and outcomes have been restated in clear, measurable terms for transparency.

5.5 Outstanding Consultation items

In accordance with CoA A10, the following table provides a summary of outstanding issues raised during consultation for the SIMP that remain under consideration or are being progressed through other management plans.

At the time of finalising this SIMP, no outstanding disagreements have been identified. All stakeholder comments have been addressed, are in progress through other project mechanisms, or will be resolved as part of ongoing engagement and management planning.

Table 5.4 Outstanding consultation items

Stakeholder Group	Open Issue	Reason Not Yet Addressed / Status
Stockinbingal Community Association and Ellwood's Hall Committee	Community concerns with flooding in the Stockinbingal area	Flood impacts are being considered as part of detailed design. Further information will be shared once finalised.
Community Consultative Committee (CCC)	Concerns about noise, traffic, security and light spill from the camp facility	Operation of the camp is being planned with the camp operator and will adhere to the relevant planning conditions.
RDA Riverina	Concern about noise levels for rural property owners	Noise levels and mitigations are being considered through the Construction Environmental Management Plan (CEMP).
NSW Farmers and CCC	Availability and use of water during construction	Water supply for the rest of the project is being negotiated and will be detailed as part of the CEMP. A Water Re-Use Strategy is also being developed to review opportunities to re-use water in preference to potable water.

6 Social Impacts and Benefits

The SIA Report for the project (WSP/Mott Macdonald, 2022) identified potential impacts and opportunities associated with the construction and operation of the project. In summary, 30 were identified for the construction phase, and 20 for the project's operational phase. Impacts extend across the way of life, community, accessibility, culture, health and wellbeing, surroundings, livelihoods and decision-making systems impact categories described in the SIA Guideline (DPE, 2023; p.19).

During the stakeholder and community consultation for this SIMP, additional social impacts were identified, and some existing impacts were updated to align with changing community expectations and impacts since the SIA Report was developed.

The new and updated impacts have been evaluated consistent with the methodology used for the SIA Report (WSP/Mott Macdonald, 2022). This includes examining and defining the social impact magnitude, likelihood and assessing social impacts against the social impact significance matrix.

Table 6.1 and Table 6.2 outline the impacts described in the SIA Report for the project (WSP/Mott Macdonald, 2022) and any new or revised impacts. The social impacts are aligned with the following social impact themes:

- Workforce Management
- Industry Participation
- Housing and Accommodation

- Community Health and Wellbeing
- Community and Stakeholder Engagement.

These themes are consistent with the draft SIMP provided in the SIA Report (WSP/Mott Macdonald, 2022).

Table 6.1 SIA Social Impacts (2022) - Construction

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022 (+) positive impact (-) negative impact)	Linked SIMP theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-01	Way of life	High (Almost certain -Moderate)	Local direct employment opportunities for up to 64 workers on the proposal during the construction period. Direct employment opportunities for up to 361 people across the regional study area during construction of the proposal. This brings about social wellbeing and economic security. (+) <i>Revised social impact: Local direct employment opportunities during the construction period across the regional study area. This brings about social wellbeing and economic security. (+)</i>	Workforce management	Change in wording only in lieu of feedback received during the consultation process. This feedback aimed at targeting workers not within key local industries but with a focus on using existing local sub-contractors, suppliers and employees looking for or having existing skill sets within civil construction.	Local eligible workers within 125km of the proposal site searching for work in heavy construction or civil engineering. Eligible workers in the regional study area searching for work in heavy construction or civil engineering.
SI-02	Way of life	High (Almost certain -Moderate)	Local indirect employment for businesses up and down the proposal's supply chain. (+)	Workforce management	No change	Business enterprises in sectors relating to construction, planning approvals, engineering and associated industries. Indigenous businesses.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022 (+) positive impact (-) negative impact)	Linked SIMP theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-03	Way of life	Medium (Unlikely – Moderate)	Potential impacts on local short-term accommodation market availability (during site visits by ARTC managed technical specialists), restricting access for other community needs. (-)	Housing and accommodation	No change	Community members relying on local short term accommodation market.
SI-04	Way of life	High (Almost certain -Moderate)	Opportunities for skills development and training through the Inland Rail Skills Academy. (+)	Workforce Management	No change	Students, workers searching for employment in rail infrastructure.
SI-05	Way of life	Medium (Possible-Minor)	Potentially restricted ability for local residents to move around their communities due to increased construction-related traffic, road diversions and road closures during construction of bridges and level crossings. (-)	Workforce Management	Extent expanded following consultation feedback to reflect a broader range of users likely to be affected by access constraints during construction. In addition to local residents, the impact now includes school bus operators, students, freight carriers, farm workers, emergency services, and others reliant on Old Sydney Road, Burley Griffin Way, and other affected routes.	School bus operators, students, freight operators, farm workers, emergency services and residents relying on Old Sydney Road, Burley Griffin Way, and other affected routes.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022 (+) positive impact (-) negative impact)	Linked SIMP theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-06	Community	Medium (Possible-Moderate)	Sense of place may be altered for some affected stakeholders, i.e. landowners along the proposal site due to the change of rural character and amenity during construction. (-)	Community and Stakeholder Engagement	No change	Mostly directly affected landowners will experience a direct change to the sense of place, and to a lesser extent, residents of nearby townships.
SI-07	Community	High (Likely-moderate)	Community cohesion and character may be positively influenced by influx of temporary workforce who have the potential to participate in the community and stimulate local business. (+)	Workforce Management	No change	Townships of Illabo, Stockinbingal, Temora.
SI-08	Community	Medium (Possible-Minor)	Adverse changes to community cohesion and perception of safety in relation to anti-social behaviour exhibited by construction workforce. (-)	Workforce Management	No change	Townships of Illabo, Stockinbingal, Temora.
SI-09	Community/accessibility	Medium (Possible-Moderate)	Patrons having to go elsewhere to use facilities due to increased demand for community facilities, services and networks such as sport and recreation, health and emergency services as a result of the construction workforce. (-)	Workforce Management	No change	Users of community facilities and services in the local study area.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022 (+) positive impact (-) negative impact)	Linked SIMP theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-10	Community/accessibility	Medium (Unlikely-Major)	Potential for increased risk to public safety if ability for emergency services to access all parts of the social locality, in particular during times of high fire risk is compromised. (-)	Community Health and Wellbeing	Extent updated to reflect a broader range of stakeholders identified through engagement. In addition to emergency services, the impact now explicitly includes local councils and residents requiring timely emergency access during fire season, harvest, or other high-risk periods.	Emergency service, local councils, and residents requiring emergency access during harvest or fire seasons.
SI-11	Accessibility	Low (Possible – Minimal)	Increased demand for access to community facilities, services and networks such as sport and recreation, health and emergency services during the construction of the proposal. (-)	Workforce Management	No change	Users of community facilities and services in the local study area
SI-12	Accessibility	Medium (Unlikely – Major)	Ability for emergency services to access the study areas, in particular during times of high fire risk. (-)	Community Health and Wellbeing	Extent updated to reflect a broader range of stakeholders identified through engagement. In addition to emergency services, the impact now explicitly includes local councils and residents requiring timely emergency access during fire season, harvest, or other high-risk periods.	Emergency service, local councils, and residents requiring emergency access during harvest or fire seasons.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022 (+) positive impact (-) negative impact)	Linked SIMP theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-13	Health and Wellbeing	NA	Potential safety risks and community concern arising from non-local driver behaviour, including speeding and unfamiliarity with local traffic norms.	Community health and wellbeing Workforce Management	New impact: New concern raised relating to workforce integration, not previously identified in 2022 SIA.	Residents and road users in Illabo, Stockinbingal, and surrounding rural road networks. Local emergency services responding to incidents.
SI-14	Surroundings / Health and Safety	NA	Concerns about potential flooding associated with the project, including risk to public safety, damage to infrastructure, and community anxiety. This includes impacts on residential communities in flood-prone areas such as Stockinbingal, as well as council-owned assets and agricultural land. (-)	Community Health and Wellbeing / Community and Stakeholder Engagement	New impact to separate previous impact from broader flood-related safety concerns (refer SI-42).	Residents of flood-prone towns (e.g. Stockinbingal), local councils, emergency services, agricultural landowners.
SI-15	Culture	Medium (Unlikely-Moderate)	Potential harm to examples of Aboriginal cultural heritage during construction of the proposal – loss of cultural significance/value. (-)	Community Health and Wellbeing	No change	Members of the local Aboriginal communities in the affected zones identified.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022 (+) positive impact (-) negative impact)	Linked SIMP theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-16	Health and wellbeing	High (Likely-Moderate)	The perceived uplift in economic livelihoods and wellbeing as a result of the construction employment and subsequent spending in the local study area. This impact has the potential to become negative if these perceived benefits do not eventuate. (+)	Workforce management / Community and Stakeholder Engagement	Updated extent based on feedback during engagement to capture targeted stakeholders.	Directly affected landowners, Local Indigenous community, long-term participants in consultation, and broader community stakeholders engaged in Inland Rail planning.
SI-17	Health and wellbeing	Medium (Possible-Minor)	Mental health impacts (uncertainty, frustration and stress) associated with the land access and acquisition agreements process. (-)	Community health and wellbeing / Community and Stakeholder Engagement	No change	Directly affected landowners and their families.
SI-18	Health and wellbeing	Medium (Possible-Minor)	Mental health impacts associated with the broader experience of participating in the development of the proposal through consultation. (-)	Community health and wellbeing	No change	Directly affected landowners and their families.
SI-19	Health and wellbeing	Low (Unlikely-Minor)	Consultation fatigue and frustration associated with the broader experience of participating in the development of the proposal through consultation. (-)	Community health and wellbeing / Community and Stakeholder Engagement	No change	Directly affected landowners and their families.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022 (+) positive impact (-) negative impact)	Linked SIMP theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
						A small number of landowners are experiencing this impact more acutely than others, depending on the length of time and level of involvement they have had in the design phases of the proposal.
SI-20	Surroundings	Medium (Possible-Minor)	Visual amenity changes during construction of the proposal will be experienced by some residential sensitive receivers and lead to frustration and disappointment in ARTC. (-)	Community health and wellbeing	No change	Residential sensitive receivers off Cambria Street in Stockinbingal. Residential sensitive receivers at 84 West Street in Stockinbingal.
SI-21	Surroundings	Medium (Possible-Minor)	Noise exceedances are expected during works on the Burley Griffin Way upgrade for residential sensitive receivers that may result in sleep disturbance. (-)	Community health and wellbeing	No change	Residential receivers in Stockinbingal in proximity to Burley Griffin Way
SI-22	Surroundings	Medium (Possible-Minor)	Works on the Burley Griffin Way upgrade would result in noticeable vibration for sensitive receivers that may result in concern for building safety. (-)	Community health and wellbeing	No change	Residential receivers in Stockinbingal in proximity to Burley Griffin Way

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022 (+) positive impact (-) negative impact)	Linked SIMP theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-23	Surroundings	Medium (Possible-Minor)	The project will impact on fauna and flora that have social significance for some members of the community. (-)	Community health and wellbeing / Community and Stakeholder Engagement	No change	Members of the local and regional study area communities.
SI-24	Surroundings	Medium (Possible-Minor)	Dust resulting from earthworks, track out dust from HDVs on local roads and increased vehicle emissions from construction traffic will affect air quality. (-)	Community Health and Wellbeing	No change	110 sensitive receivers residing within 350m of the construction footprint, predominantly in Stockinbingal.
SI-25	Livelihoods	Medium (Possible-Minor)	Loss of local and regional agricultural production during construction of the proposal felt by individual landowners and regional producers. (-)	Workforce Management / Community and Stakeholder Engagement	Updated extent based on feedback during engagement to capture targeted stakeholders.	Directly affected landowners who own farming businesses. Regional agricultural supply chains. Mixed farming operations, part-time rural workforce, and small-scale producers across the alignment, including livestock owners and farm contractors.
SI-26	Livelihoods	Medium (Possible-Minor)	Delays or need for new route for farmers using the livestock highway during a six day period. (-)	Workforce Management	Change in wording only to more accurately reflect the potential for variation in impact duration.	Directly affected landowners who own farming businesses and use the livestock highway.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022 (+) positive impact (-) negative impact)	Linked SIMP theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
			Revised impact: Delays or the need for a new route for farmers using the livestock highway during the Super T landing construction period.			
SI-27	Livelihoods	Medium (Possible-Minor)	Potential adverse impact on agricultural businesses from land acquisition required for construction and operation of the proposal ³ . (-) <i>Revised impact: Potential adverse impact on agricultural businesses from land access and acquisition required for construction and operation of the proposal.</i>	Workforce Management	Change in wording only to incorporate the broader range of concerns raised by stakeholders regarding both land acquisition and ongoing access.	Directly affected landowners with agricultural business holdings located along the proposal site.
SI-28	Decision making systems	Very high (Almost certain-Major)	There has been an iterative consultation process resulting in changes to the project that respond to community feedback ⁴ . (+)	Community and Stakeholder Engagement	No change	Residents in the local and regional study areas.

³ Both construction and operational impact

⁴ Both a preconstruction and construction impact

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022 (+) positive impact (-) negative impact)	Linked SIMP theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-29	Decision making systems	Medium (Likely-Minor)	There are various reactions within the community, and some may have been negatively impacted more than others, with fears that the project will negatively affect them and associated impacts on mental health. Some also feel they have not been properly engaged or listened to ⁵ . (-)	Community and Stakeholder Engagement	No change	Residents in the local and regional study areas, and more specifically directly affected landowners.
SI-30	Cumulative	Medium (Possible-Moderate)	Multiple projects under simultaneous delivery in the Riverina-Murray region leads to an influx of non-local workers impacting community, safety and wellbeing.	Workforce Management / Community and Stakeholder Engagement	No change	Residents in the local and regional study area
SI-51	Livelihoods	Medium (Possible-Moderate)	Increased pressure on local labour markets, businesses, and regional economies due to concurrent major infrastructure and industry projects	Workforce Management (Cumulative)	New impact: overlapping activities have the potential to place pressure on local labour markets, increase competition for skilled workers, and affect the operations of local businesses and the broader regional economy. Raised through engagement as concern.	Business in sectors relating to construction, planning approvals, engineering and associated industries. Indigenous businesses.

⁵ A preconstruction impact

Table 6.2 SIA Social Impacts (2022) - Operations

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022	Linked SIMP Theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-31	Way of life	Very High (Almost certain- Major)	Enhanced freight connections to markets for local producers delivering economic efficiencies and growth. (+)	Industry participation	No change	Local and regional businesses.
SI-32	Way of life	High (Likely-Major)	Freight mode shift from road to rail, reducing interactions between heavy vehicles and passenger vehicles and improving road safety. (+)	Community Health and Wellbeing	No change	Local and regional residents. Road users.
SI-33	Way of life	High (Likely-Major)	Supply chain efficiencies, employment and investment opportunities in the Southern NSW region (inclusive of the regional study area in this report) will bring about improved economic and social outcomes. (+)	Industry participation	No change	Southern NSW region.
SI-34	Way of life	High (Likely-Major)	Easier access to and from regional, national and global markets for agricultural producers, farmers and businesses will lead to improved economic and social livelihoods (+)	Industry participation	No change	Local and regional businesses.
SI-35	Way of life	Medium (Likely-Minor)	Direct and indirect employment may be generated within the local study area during operation of the proposal. (+)	Workforce management	No change	Suitably qualified workers seeking employment.

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SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022	Linked SIMP Theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-36	Way of life	Medium (Possible-Moderate)	The skills and development training during the construction phase may contribute to the upskilling of workers who may be able to transfer their skills to other projects and contribute to economic development in the region (+).	Workforce Management	No change	Participants who participated in training and skills improvement opportunities.
SI-37	Way of life	Low (Unlikely-Minor)	Changes to traffic movements and access for people moving around their communities may be affected during operation of the proposal, both positively and negatively. Some minor benefits will be seen where realignment to Burley Griffin Way occurs, whereas minor delays will also be experienced at new public level crossings. (-)	Community Health and Wellbeing	No change	Local road users.
SI-38	Way of life	Very high (Almost certain- Major)	Removal of level crossing at Burley Griffin Way leading to improved road safety and reduction in delays. (+)	Community Health and Wellbeing	No change	Road users of Burley Griffin Way.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022	Linked SIMP Theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-39	Way of life	Low (Likely - Minimal)	New level crossings will be introduced at six locations along the proposal site. Vehicle delays are expected to reach a maximum of 131 seconds increasing travel times, leading to fatigue and stress. However, these trips are predominantly on rural roads, and longer journeys are a regular occurrence. This impact would increase over time as the average frequency of trains increases between 2026 and 2040. (-)	Community Health and Wellbeing	No change	Local road users.
SI-40	Community	Low (Possible-Minimal)	Minor changes to community character and cohesion may be felt after the departure of the temporary construction workforce. (-)	Workforce Management	No change	Residents in townships located in local study area.
SI-41	Community	Medium (Possible-Minor)	A permanent change to the rural sense of place and identification to the land brought on by operation of the proposal. This will be experienced more acutely by directly affected landowners along the proposal site, but also by residents of townships in the local study area. This overall impact links to amenity changes identified in the Surroundings section. (-)	Community health and wellbeing / Community and Stakeholder Engagement	No change	Directly affected landowners along the proposal site. Residents in townships in local study area.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022	Linked SIMP Theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-42	Accessibility	Medium (Unlikely-Moderate)	Concerns and anxiety around safety of people and livestock, and disturbance to farming operations from the impact of potential flooding on accessibility and safety around underbridges. (-) Revised impact: Concerns and anxiety around safety of people and livestock, and disturbance to farming operations arising from changes in access and movement near underbridges. (-)	Community Health and Wellbeing	Change in impact to separate from broader flood-related safety concerns, which is now captured in a standalone impact.	Directly affected landowners along the proposal site.
SI-43	Culture	Medium (Unlikely-Major)	Potential adverse change to sense of place and connection to Country amongst Indigenous people due to impacts to artefacts of cultural significance in southern portion of proposal (-)	Community Health and Wellbeing	No change	Local Indigenous community.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022	Linked SIMP Theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-44	Health and wellbeing	Medium (Possible-Moderate)	The mental health impacts experienced during the construction phase of the proposal may continue for some people into the operation phase. This accumulated sense of frustration, impatience and occasional mistrust of the process may affect future interactions between ARTC and affected landowners. (-)	Community health and wellbeing	Extent broadened based on stakeholder feedback to include not only directly affected landowners but also local Indigenous community members, long-term participants in consultation, and broader stakeholders engaged through Inland Rail planning. These groups may experience cumulative wellbeing impacts linked to consultation fatigue and perceived procedural fairness.	Directly affected landowners, Local Indigenous community, long-term participants in consultation, and broader community stakeholders engaged in Inland Rail planning.
SI-45	Health and wellbeing	Low (Unlikely-Minor)	Noticeable changes to existing visual amenity caused by operation of the proposal leading to an altered sense of enjoyment and potential frustration over time. (-)	Community health and wellbeing / Community and Stakeholder Engagement	No change	Private residences at 84 West Street and Cambria Street in Stockinbingal.
SI-46	Health and wellbeing	Medium (Possible-Minor)	The potential for ongoing health and wellbeing impacts for one residential receiver due to noise impacts associated with the realignment of Burley Griffin Way (-)	Community health and wellbeing / Community and Stakeholder Engagement	No change	Stockinbingal, in proximity to Burley Griffin Way.
SI-47	Surroundings	Low (Unlikely-Minor)	Noise and vibration effects will be experienced by sensitive receivers along the proposal site. Prolonged exposure can lead to adverse physical and mental health effects. (-)	Community health and wellbeing	No change	Residential and non-residential sensitive receivers.

SIMP ID	Impact category	Residual significance per the SIA 2022	Potential impact description as per SIA 2022	Linked SIMP Theme	Change in impact since SIA	Distribution of impacts/stakeholders affected
SI-48	Livelihoods	Medium (Likely-Minor)	The effect of property impacts on individual landowners relates to the stress and anxiety of the process, as well as the ongoing impact on economic livelihoods. (-)	Community health and wellbeing	No change	Directly affected landowners.
SI-49	Decision making systems	Medium (Possible-Minor)	Possible long term affects or uncertainties felt by the community particularly landholders. (-)	Community health and wellbeing / Community and Stakeholder Engagement	No change	Members of the local and regional study area communities. Directly affected landowners.
SI-50	Cumulative	Medium (Likely-Minor)	The mental health impacts experienced during the construction phase of the proposal may continue for some people into the operation phase. This accumulated sense of frustration, impatience and occasional mistrust of the process may affect future interactions between ARTC and affected landowners. Additionally, the cumulative impact of multiple changes to amenity can lead to people disconnecting from their surroundings or choosing to relocate (-).	Community health and wellbeing / Community and Stakeholder Engagement	No change	Directly affected landowners and their families. General public consulted during development of the proposal.

7 Mitigation and monitoring of Social Impacts

7.1 Mitigation

The mitigation measures set out in this SIMP reflect the commitments made in the SIA and the specific themes identified through targeted engagement and ongoing project development. These measures have been further informed by supporting documents including the Workforce Management Plan, Community Communication Strategy (CCS), and behavioural protocols such as the Workforce Code of Conduct (Refer to Appendix D).

While a number of targets are proposed (e.g. 15% local workforce participation), these may be refined during the life of the project in response to:

- emerging labour market trends (e.g. regional unemployment or participation rates)
- updated project phasing
- ongoing feedback from stakeholders including councils and service providers, and
- alignment with other project plans and commitments.

Each mitigation measure is directly linked to one or more social impacts identified in the SIA and refined in this SIMP (refer to Table 6.1 and Table 6.2) and structured to be specific, measurable, and responsive to local conditions.

The full suite of mitigation and management measures is presented in the following framework tables (Table 7.1 to Table 7.6), grouped thematically. Each table includes:

- a summary of relevant social impacts
- the associated project aspect
- specific mitigation and management measures
- measurable indicators and targets
- data sources and monitoring methods
- related plans (if applicable).

It is designed to track both outputs (e.g. number of consultation events) and outcomes (e.g. improved trust, workforce diversity), providing a clear link between each impact, its mitigation, and the desired social outcome.

Performance indicators and targets are based on:

- observed social and economic baseline conditions (see Table 4. 1),
- feedback from IRPL, John Holland and regional stakeholders,
- data on regional workforce availability, housing pressure, and social wellbeing, and
- benchmarking against other infrastructure projects to ensure relevance and feasibility.

7.2 Monitoring

Following the mitigation and management framework, a monitoring summary table is provided in Table 7.7. It consolidates key monitoring areas, indicators, responsibilities, frequencies and reporting methods that will guide SIMP. The table facilitates implementation across both construction and operation. Specifically, the table outlines:

- frequency of monitoring and reporting, and
- the responsible parties and related plans.

In accordance with Condition of Approval E110(e), the indicators listed in Table 7.7 will be monitored and reported on at the frequencies specified, with accountability shared between John Holland, Inland Rail and ARTC depending on the action. Social performance will be reported quarterly, in accordance with CoA E110, and the social impact performance reports will be made publicly available in accordance with CoA B18. Reports will include:

- Monitoring results for each indicator
- Progress against SIMP mitigation measures and targets

- Any adaptive management actions taken
- Summary of engagement activities and community feedback

Recipients of reports include:

- Inland Rail
- John Holland
- The Environmental Representative (ER)
- The Independent Certifier (where applicable)
- The NSW Planning Secretary (via public reporting)

Monitoring will align with the reporting systems embedded within the Project's Environmental Management System. Where relevant, the SIMP draws on companion monitoring programs established in plans such as the Construction Noise and Vibration Management Plan (CNVMP), Air Quality Management Plan (AQMP), Construction Traffic, Transport and Access Management Plan (CTTAMP), and the Heritage Management Plan (HMP).

To support transparency and adaptive management, Appendix C provides a crosswalk between each social impact, its corresponding mitigation measure, and the intended community outcome.

This monitoring program has been developed in accordance with Section 5.2 of the Social Impact Assessment Guideline (DPE 2023) and meets the requirements of Condition of Approval E110(e). Specifically, it enables the Project to:

- monitor, review and report on the effectiveness of mitigation measures;
- report on community engagement and complaints related to social issues; and
- report on adaptive management measures implemented or proposed.

These functions are embedded throughout the framework tables in this section (Tables 7.1 to 7.7) and supported by the SIMP's annual review process in Section 8.2.

7.3 Interface with CEMP Sub-Plans and Monitoring Plans

In accordance with CoA E109(c), this SIMP has informed — and will continue to inform — the preparation of CEMP Sub-Plans and related monitoring plans. While some of these documents are still being finalised, the mitigation measures and social impact themes outlined in this SIMP have been used to guide the development of strategies within companion plans, including the Workforce Management Plan, Housing and Accommodation Sub-Plan, Temporary Accommodation Facility Management Plan, Community Health and Wellbeing Sub-Plan, and the Community Communication Strategy. It is noted that the Workforce Management Plan, the Community and Wellbeing Sub-Plan and the Housing and Accommodation Sub-Plan are John Holland internal documents (not required under the planning approval). The Workforce Management Plan is attached in Appendix D, and the key requirement of the Community and Wellbeing Sub-Plan and the Housing and Accommodation Sub-Plan have been included in the SIMP (Section 7).

The final column in the mitigation framework tables following identify relevant Sub-Plans or strategies that support implementation. This ensures alignment between social impact management measures and the broader environmental and construction management framework for the I2S project.

Table 7.1 Mitigation and Management Framework: Workforce Management

Social Impact Summary	Project Aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Associated plan (if applicable) / responsible party	
<p>Opportunities for jobs, training and upskilling for local people and targeted groups</p> <p>SI-01: Local direct employment opportunities during the construction period across the regional study area. This brings about social wellbeing and economic security. (+)</p> <p>SI-02: Local indirect employment for businesses up and down the proposal's supply chain. (+)</p> <p>SI-04 Opportunities for skills development and training through the Inland Rail Skills Academy. (+)</p> <p>SI-16 The perceived uplift in economic livelihoods and wellbeing as a result of the construction employment and subsequent spending in the local study area. This impact has the potential to become negative if these perceived benefits do not eventuate. (+)</p> <p>SI-35 Direct and indirect employment may be generated within the local study area during operation of the proposal. (+)</p> <p>SI-30 Multiple projects under simultaneous delivery in the Riverina-Murray region leads to an influx of non-local workers impacting community, safety and wellbeing. (-)</p> <p>SI-36 The skills and development training during the construction phase may contribute to the upskilling of workers who may be able to transfer their skills to other projects and contribute to economic development in the region. (+)</p> <p>SI-51 Increased pressure on local labour markets, businesses, and regional economies due to concurrent major infrastructure and industry projects. (-)</p>	Pre-Construction / Construction	<p>Implementation of Inland Rail Australian Industry Participation Plan and Inland Rail Indigenous Participation Plan including:</p> <ul style="list-style-type: none"> Establishing participation targets for underrepresented groups (e.g. Indigenous people, women, youth, apprentices/trainees), with a focus on traineeships where full apprenticeships may not be supported due to project duration constraint Conducting "Meet the Contractor" events to promote upcoming opportunities. These sessions allow John Holland to share details of the organisation, value proposition, the Project, pathways to employment and broader opportunities in the railway industry. Liaising with local Indigenous organisations and LALCs to identify Indigenous employment pathways Delivering supplier briefings to promote inclusive procurement practices and share simplified procurement information to help smaller suppliers navigate project requirements. 	<p>15% of total cumulative workforce should comprise of a Project Area workforce including the targeted social benefit demographics of the following:</p> <ul style="list-style-type: none"> local and regional employees Indigenous people women under 25 years of age apprenticeship/traineeship positions. <p>Minimum four business workshops and/or meet-the-contractor events in the region targeted for major procurement phases.</p> <p>Number of enquiries received from residents.</p>	<p>Data: Workforce participation rates, demographic breakdowns, training completions.</p> <p>Source: Construction employment register and employment enquiry log.</p>	<p>The proposal has maximised local employment opportunities as far as is practicable.</p> <p>Employment opportunities are available to people of under-represented or vulnerable backgrounds, including Indigenous people, women, under 25's and the unemployed.</p>	<p>Workforce Management Sub-Plan</p> <p>John Holland</p>	
	Pre-Construction / Construction	<p>Deliver Inland Rail Skills Academy (IRSA) initiatives by:</p> <ul style="list-style-type: none"> Partnering with local Registered Training Organisations (RTOs) to offer pre-employment training Connecting job-seekers to accredited courses and support programs Reporting training participation and completion rates through IRSA log. 	<p>At least 25 residents from the Regional Study Area completed Inland Rail Skills Academy courses.</p> <p>Inland Rail Skills Academy graduates can be successful in applying and receiving work on the project.</p>	<p>Data: Workforce participation rates, IRSA log.</p> <p>Source: Training register.</p>	<p>The proposal offers skills improvement and structured training opportunities to residents that lead to employment.</p>	<p>Workforce Management Sub-Plan</p> <p>John Holland</p> <p>Inland Rail</p>	
	Pre-Construction	<p>Prepare a Workforce Management Plan that outlines:</p> <ul style="list-style-type: none"> Employment targets and onboarding protocols Drug & alcohol policies and worker support pathways Post-construction employment continuation strategies Communication strategy to raise awareness of training and employment opportunities Approach to monitoring labour market constraints and pre-emptively consider mitigation (e.g., FIFO or extended drive time) (see Appendix D for Workforce Management Sub-Plan) Regular consultation with councils and agricultural bodies will include discussion of seasonal workforce impacts, and any decision to use fly-in fly-out workforce options will only be considered if local and regional labour supply is exhausted. 	<p>Workforce Management Plan completed and appended to SIMP.</p> <p>Plan includes documented retention and employment continuation strategies.</p> <p>Plan includes labour market monitoring protocols.</p> <p>Plan includes consultation schedule and agreed processes for FIFO or drive-time adjustments.</p>	<p>Data: Plan submission and approval records</p> <p>Source: Appendix D (Workforce Management Plan).</p>		<p>Workforce Management Sub-Plan</p> <p>John Holland</p>	
	Pre-Construction / Construction	<p>John Holland work with Inland Rail to identify to identify opportunities for worker retention across Inland Rail segments.</p>	<p>Evidence of quarterly coordination with Inland Rail on employment continuation, once funding for future projects is confirmed.</p> <p>Worker retention options documented in progress reports.</p>	<p>Data: Meeting records with Inland Rail</p> <p>Source: Retention tracking reports</p>		<p>Workforce Management Sub-Plan</p> <p>John Holland</p> <p>Inland Rail</p>	

Social Impact Summary	Project Aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Associated plan (if applicable) / responsible party
	Pre-Construction / Construction	Inland Rail establish a six monthly review process to assess community sentiment regarding job access and benefit delivery. If employment targets are not met or community dissatisfaction emerges, introduce supplementary engagement, clarify benefit pathways, or adjust training/support initiatives in collaboration with councils and Regional Development Australia.	Community satisfaction with perceived benefit delivery (target: maintain ≥70% satisfaction in perception survey or post-engagement feedback).	Data: community perception survey results. Source: community surveys.		Community Communication Strategy Inland Rail
	Construction	Ongoing consultation with Temora Shire, Cootamundra-Gundagai and Junee Shire Councils, business chambers and agricultural bodies to identify constraints in the labour market or concerns.	Monthly meetings held. Meeting attendance documented Outcomes/actions recorded (e.g. drive time extension considered or enacted)	Data: Meeting minutes Source: Stakeholder engagement logs		Workforce Management Sub-Plan Community Communication Strategy John Holland
<p>Workforce behaviour and integration</p> <p>SI-07 Community cohesion and character may be positively influenced by influx of temporary workforce who have the potential to participate in the community and stimulate local business. (+)</p> <p>SI-08 Adverse changes to community cohesion and perception of safety in relation to anti-social behaviour exhibited by construction workforce. (-)</p> <p>SI-09 Patrons having to go elsewhere to use facilities due to increased demand for community facilities, services and networks such as sport and recreation, health and emergency services as a result of the construction workforce. (-)</p> <p>SI-11 Increased demand for access to community facilities, services and networks such as sport and recreation, health and emergency services during the construction of the proposal. (-)</p> <p>SI-30 Multiple projects under simultaneous delivery in the Riverina-Murray region leads to an influx of non-local workers impacting community, safety and wellbeing.</p> <p>SI-40 Minor changes to community character and cohesion may be felt after the departure of the temporary construction workforce. (-)</p>		<p>Workforce management protocols and strategies including induction framework, code of conduct and worker support pathways (see Appendix E).</p> <p>Consult with councils, local police, local rescue committee and the LALCs to monitor workforce compliance with code of conduct and identify potential community issues.</p> <p>Consultation with LALCs to identify specific and culturally appropriate recommendations to maximise the integration of Indigenous non-resident workforces within the broader workforce and within the local community.</p> <p>Maintain and regularly update workforce demand projections (e.g. FTE by month and location) and share with local councils to inform local service planning and cumulative impact monitoring.</p>	<p>100% of workforce completes induction training covering code of conduct, local community expectations and cultural awareness.</p> <p>100% of complaints relating to workforce behavior are acknowledged within 24 hours.</p> <p>Quarterly consultations are held with councils, local police and LALCs that provide a regular forum to identify any community concerns.</p> <p>Increase in aggregate measure obtained through community six monthly community perception survey.</p> <p>Workforce projections updated at least quarterly and shared with councils in line with engagement schedule.</p>	Data: Number of complaints, induction completion rates, community perception survey results. Projected Workforce Data and actual workforce data. Source: Engagement records, complaints register, community surveys.	<p>The proposal seeks to avoid any potential negative impacts on the local and regional social localities, including service providers.</p> <p>The proposal makes best efforts to contribute to a positive perception of community cohesion and minimises any activity that may hinder these efforts.</p> <p>Demand for existing social and community infrastructure and services is monitored.</p>	<p>Workforce Management Sub-Plan John Holland</p> <p>Community Communications Strategy John Holland</p>

Table 7.2 Mitigation and Monitoring Framework: Industry Participation

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
<p>Local and indigenous business opportunities</p> <p>SI-02 Local indirect employment for</p>	Preconstruction / Construction	Implement and monitor the actions outlined in the Industry Participation Plan and Indigenous Participation Plan, as	Achievement of 15% Industry Participation (Project Area Businesses) Delivery of targeted training and	Data: Monthly and quarterly reporting through procurement and training records, ICN	To provide full and fair opportunity for local businesses to tender on	Workforce Management Sub-Plan

businesses up and down the proposal's supply chain. (+)		<p>detailed in the Workforce Management Sub-Plan. This includes:</p> <ul style="list-style-type: none"> • Use of the online I2S Industry Capability Network Gateway to connect local and Indigenous businesses with contract opportunities. • Targeted business accelerator program participation through NSW Indigenous Chamber of Commerce, Yarpa Hub, and Supply Nation. • Fee-free training opportunities and tailored mentoring for Indigenous businesses and job seekers. • Ongoing engagement with key local Indigenous organisations and Local Aboriginal Land Councils to support participation. • Structured training and pre-employment programs aligned to local capacity and skills gaps. 	mentoring programs annually.	Gateway analytics, and mentoring program logs. Source: Procurement records, event logs, participant surveys.	contracts. To assist in equipping local and regional businesses to access supply chain opportunities. Increased capability for local suppliers and contractors to tender, including Indigenous businesses.	John Holland
<p>Freight and supply chain benefits</p> <p>SI-31: Enhanced freight connections to markets for local producers delivering economic efficiencies and growth. (+)</p> <p>SI-32: Freight mode shift from road to rail, reducing interactions between heavy vehicles and passenger vehicles and improving road safety. (+)</p> <p>SI-33 Supply chain efficiencies, employment and investment opportunities in the Southern NSW region (inclusive of the regional study area in this report) will bring about improved economic and social outcomes</p> <p>SI-34 Easier access to and from regional, national and global markets for agricultural producers, farmers and businesses will lead to improved economic and social livelihoods (+)</p>	Construction	<p>Promote Inland Rail's freight access benefits with councils and chambers of commerce.</p> <p>Deliver rail safety campaigns to support operational changes.</p>	<p>Minimum 2 engagements or presentations delivered to councils and chambers of commerce on Inland Rail freight access in the year leading up to operations.</p> <p>Minimum 2 rail safety awareness events/campaigns annually for the duration of the requirement of the SIMP</p>	<p>Source: Stakeholder engagement logs, meeting minutes, Freight usage and volume data.</p> <p>Data: number of presentations, meeting minutes, engagement log, ARTC operational reporting.</p>	The proposal contributes to the regional economic benefit and market activation.	Community Communication Strategy
	Operations	Support producers' access to national and global markets.	<p>Annual increase in regional freight users or volume using Inland Rail, tracked via operational reporting.</p> <p>Monitor uptake of Inland Rail by regional freight users.</p>	Data: Total number of community safety initiatives or events organised Source: ARTC event logs, feedback surveys.		ARTC

Table 7.3 Mitigation and Monitoring Framework: Housing and Accommodation

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
<p>Rental market, housing stress and tourism accommodation</p> <p>SI-03 Potential impacts on local short-term accommodation market availability (during site visits by ARTC managed technical specialists), restricting access for other community needs. (-)</p>	Preconstruction / Construction	<p>Provide dedicated, fit-for-purpose workforce accommodation to avoid pressure on local housing and short-term accommodation markets. (Accommodation village in Stockinbingal accommodating 350 people).</p> <p>Finalise and implement Temporary Accommodation Facility Management Plan prior to occupation, in consultation with local councils and emergency services.</p>	<p>Temporary Accommodation Facility Management Plan is finalised pre-construction and implemented before peak mobilisation.</p> <p>At least three real estate/council interviews conducted during each monitoring period to confirm availability and trends.</p> <p>No material changes in rental prices or availability during construction, as verified through six-monthly monitoring.</p>	Data: Rental market prices (tracked via domain.com.au, realestate.com.au), accommodation usage rates, vacancy trends, and council interviews. Source: Contractor reporting; online rental	<p>The proposal does not impact housing affordability and availability for locals.</p> <p>The proposal maximises opportunities for local accommodation providers (in relation to</p>	<p>Temporary Accommodation Facility Management Plan</p> <p>John Holland</p> <p>Workforce Management Sub-Plan</p>

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
		<p>Monitor local rental market conditions through six-monthly data collection and engagement, including:</p> <ul style="list-style-type: none"> Tracking rental listings and prices via domain.com.au and realestate.com.au Consultation with at least three local real estate agents and relevant council contacts in each affected LGA to identify changes in availability or pricing pressure Review of housing availability data published by councils or community housing providers (if available). <p>Review and update the Accommodation Plan if data suggests emerging stress in the local rental or short-term markets.</p>	100% of non-local, long stay blue-collar workforce accommodated in dedicated workforce accommodation.	market listings; qualitative data from councils and agents.	short-term non-construction workforce). The proposal minimises impacts on temporary accommodation providers during major tourist events and peak seasons (in relation to short-term non- construction workforce).	John Holland
		<p>Coordinate with relevant tourism bodies, avoid major bookings during peak tourist events.</p> <p>Consult with local short-term providers (motels, B&Bs) to ensure IRPL staff do not displace tourism or seasonal workers.</p> <p>Plan and schedule ARTC short-term visits to avoid seasonal peaks.</p> <p>Prioritise local supply opportunities where available.</p> <p>Monitor supply constraints and revise the plan if pressure emerges.</p>	<p>100% of short-term stays booked outside peak periods or approved.</p> <p>Stable short-term accommodation vacancy rates.</p>			<p>Workforce Management Sub-Plan</p> <p>John Holland</p> <p>Temporary Accommodation Facility Management Plan</p> <p>John Holland</p>

Table 7.4 Mitigation and Monitoring Framework: Community Health and Wellbeing

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
<p>Amenity and environmental disruptions to nearby neighbours</p> <p>SI-20 Visual amenity changes during construction of the proposal will be experienced by some residential sensitive receivers and lead to frustration and disappointment in ARTC. (-)</p> <p>SI-21 Noise exceedances are expected during works on the Burley Griffin Way upgrade for residential sensitive receivers that may result in sleep disturbance. (-)</p> <p>SI-22 Works on the Burley Griffin Way upgrade would result in noticeable vibration for sensitive receivers that may result in concern for building safety. (-)</p> <p>SI-24 Dust resulting from earthworks, track out dust from HDVs on local roads and increased vehicle emissions from construction traffic will affect air quality. (-)</p> <p>SI-45 Noticeable changes to existing visual</p>	Preconstruction / Construction	<p>One-on-one engagement by dedicated liaison officers to be initiated with all directly affected landowners prior to construction and continued throughout delivery. Liaison officers will:</p> <ul style="list-style-type: none"> Visit properties in-person (or call/email as preferred) to explain construction schedules, durations, and anticipated impacts Discuss mitigation measures (e.g. fencing, noise attenuation) and identify any specific vulnerabilities (e.g. medical conditions, shift workers, elderly residents) Tailor support plans (e.g. alternate accommodation, work scheduling) based on need 	100% of directly affected landowners have a dedicated liaison officer assigned and active throughout construction.	Data: Complaints, landscaping/amenity reports, engagement data. Source: Complaints log, community engagement logs, landscaping records, internal reporting on workforce volunteering participation	<p>Amenity impacts are minimised through monitoring, engagement and continuous improvement initiatives</p> <p>Landowners are aware of the proposal schedule and supported to manage impacts</p> <p>The proposal protects and promotes cultural identity, Aboriginal heritage values, and community connection to place.</p>	<p>Individual Property Management Plans</p> <p>Community Communications Strategy</p> <p>Construction Environmental Management Plan</p> <p>Construction Noise and Vibration Management sub-plan</p> <p>Construction Traffic, Transport and Access Management Sub-plan</p> <p>Air Quality Management Sub-plan</p>

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
<p>amenity caused by operation of the proposal leading to an altered sense of enjoyment and potential frustration over time. (-)</p> <p>SI-46 The potential for ongoing health and wellbeing impacts for one residential receiver due to noise impacts associated with the realignment of Burley Griffin Way. (-)</p> <p>SI-47 Noise and vibration effects will be experienced by sensitive receivers along the proposal site. Prolonged exposure can lead to adverse physical and mental health effects. (-)</p>	Preconstruction / Construction	Provide frequent, multi-channel updates (SMS, email, mailbox, calls) about upcoming construction activities.	100% of complaints relating to noise, dust or vibration are responded within 24 hours and tracked to closure.			Community Communications Strategy IRPL
	Preconstruction / Construction	Deliver workforce volunteering with dedicated workforce time allocated, in consultation with local councils, Traditional Owners and community organisations. Activities may include landscaping, gardening or minor maintenance for vulnerable households, or community beautification projects that align with local visual and cultural values. Opportunities will be identified through one-on-one engagement and planning with stakeholders.	Minimum of 2 community volunteering or beautification initiatives delivered during the construction phase.			Community Health and Wellbeing Plan John Holland
	Preconstruction / Construction	Collaborate with local councils, Aboriginal organisations and knowledge-holders to enhance visual amenity, including: <ul style="list-style-type: none"> Vegetation planting, compound screening and rehabilitation plans that integrate native or culturally significant species Incorporation of Aboriginal placenames or interpretive signage where appropriate. 	At least one visual/landscape enhancement initiative developed with input from local Aboriginal representatives or councils.			Heritage Management Sub-plan John Holland
	Preconstruction / Construction	Manage construction noise, vibration and air quality in accordance with Construction Environmental Management Plan (CEMP) subplans.	Construction noise, vibration and air quality impacts remain within the limits outlined in the CEMP subplans.			Construction Environmental Management Plan John Holland
<p>Access to Services and Facilities (including Health and Community Wellbeing)</p> <p>SI-09 Patrons having to go elsewhere to use facilities due to increased demand for community facilities, services and networks such as sport and recreation, health and emergency services as a result of the construction workforce. (-)</p> <p>SI-11 Increased demand for access to community facilities, services and networks such as sport and recreation, health and emergency services during the construction of the proposal. (-)</p> <p>SI-30 Multiple projects under simultaneous delivery in the Riverina-Murray region leads to an influx of non-local workers impacting community, safety and wellbeing.</p>	Construction	<p>Provide onsite health and wellbeing support at the accommodation camp including:</p> <ul style="list-style-type: none"> First Aid responder will be available while the camp is operational to reduce reliance on local health services Access to telehealth services to support mitigation of pressure on local health services Mental health resources displayed and accessible, with provision of private mental health support as needed Camp to include recreational areas, laundry, dining, and gym facilities to reduce worker use of local services to reduce strain on community recreation facilities. <p>Ongoing consultation with local councils and relevant stakeholders will be undertaken regarding the operation and demobilisation of the camp. Any temporary opportunities to maximise local benefit during construction will be explored where feasible.</p>	<p>First aid responder rostered during camp operations.</p> <p>Align Telehealth and mental health resources available 100% of the time.</p> <p>100% of advertised onsite amenities operational during construction.</p> <p>80% of surveyed workers report satisfaction with recreational and dining facilities.</p> <p>Mental health support information displayed in 100% of key communal areas (e.g. mess hall, accommodation block).</p> <p>Camp operation and demobilisation discussed with local council at least twice during construction.</p>	<p>Data: operational status of facilities, usage rates of facilities, satisfaction levels of workers, contractor records, meeting records.</p> <p>Source: incident management logs, site audits / checklists, workers surveys of feedback mechanisms (complaints log, exist surveys, toolbox talk notes etc.), meeting minutes; engagement logs; correspondence records.</p>	The proposal seeks to avoid any potential negative impacts on the local and regional social localities, including service providers.	<p>Temporary Accommodation Facility Management Plan John Holland</p> <p>Community Communications Strategy John Holland</p>
<p>SI-13 Potential safety risks and community concern arising from non-local driver behaviour, including speeding and unfamiliarity with local traffic norms.</p>	Construction	<p>Code of Conduct training and driver inductions.</p> <p>Clear expectations regarding speed limits, fatigue, local road norms.</p> <p>Coordination with police for</p>	<p>100 % workers have completed driver induction and Code of Conduct training.</p> <p>1 refresher or toolbox talks delivered on driver behaviour and</p>	Data: Total number of workers inducted, number and percentage who completed, Code of Conduct and driver safety components, dates of	The level of mobility for the community is not negatively affected.	Workforce Management Sub-Plan John Holland

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
		education/enforcement if needed.	local road safety every quarter during construction. 0 reported driving complaints involving project workers.	induction completion. Source: Induction completion logs, Toolbox talk attendance sheets and topic records, complaints register, Traffic incident or near miss reports.		
<p>Emergency access and public safety i.e.; Concerns about emergency services access and community safety risk</p> <p>SI-10 Potential for increased risk to public safety if ability for emergency services to access all parts the social locality, in particular during times of high fire risk is compromised. (-)</p> <p>SI-12 Ability for emergency services to access the study areas, in particular during times of high fire risk. (-)</p> <p>SI-14 Concerns about potential flooding associated with the project, including risk to public safety, damage to infrastructure, and community anxiety. This includes impacts on residential communities in flood-prone areas such as Stockinbingal, as well as council-owned assets and agricultural land. (-)</p> <p>SI-30 Multiple projects under simultaneous delivery in the Riverina-Murray region leads to an influx of non-local workers impacting community, safety and wellbeing.</p> <p>SI-38 Removal of level crossing at Burley Griffin Way leading to improved road safety and reduction in delays. (+)</p>	Preconstruction / Construction	Develop and implement a Traffic Management Plan in consultation with emergency services for construction.	Plan is approved and implemented prior to construction; referenced in all traffic changes.	<p>Data: Number of road closures notified, meetings held with emergency services, rail safety campaigns delivered, workforce accommodation compliance records, feedback from community and service providers regarding telecommunications reliability and capacity during.</p> <p>Source: Traffic Management Plan implementation records, REMC/LEMC engagement logs, safety campaign reports, workforce accommodation supervision and compliance logs.</p>	<p>The community is educated and actively implementing rail safety practices.</p> <p>The level of access for emergency services is not negatively affected by the proposal.</p> <p>The level of mobility for the community is not negatively affected.</p>	Construction Traffic, Transport and Access Management Sub-plan
	Construction	Notify emergency providers, schools and school bus operators in advance of road closures or access changes (min. 7 days' notice).	100% of road closures or access changes notified to emergency service providers, schools and school bus operators at least 7 days in advance.			Community Communication Strategy
	Construction	Liaise regularly with REMC (Regional Emergency Management Committee) and LEMC (Local Emergency Management Committee) to identify and resolve access/design issues, including identifying opportunities to be an observing member in the LEMC for duration of the project.	Quarterly meetings held with REMC, LEMC, and local emergency services to coordinate access and workforce accommodation response protocols.			John Holland
	Construction	Brief emergency services regularly on upcoming works and accommodation operations.	Included in quarterly meetings and as-needed briefings.			Flood Emergency Management Sub-plan
	Construction	Ensure traffic control and incident response teams are resourced and coordinated with local providers, including conducting a walk-through and familiarisation of the workers accommodation facility with emergency services once established.	Protocols documented in the TTAMP and included in emergency service briefings.			
	Construction	Implement a Code of Conduct and Village Rules and Regulations within workforce accommodation to reduce risk of anti-social behaviour and reduce police incidents.	100% of workforce accommodation occupants sign the Code of Conduct and are subject to the policy.			Workforce Management Sub-Plan
	Construction	Maintain 24/7 camp supervision (e.g. site manager or security) with clear escalation procedures.	24/7 camp supervision maintained throughout construction			Workforce Code of Conduct
	Construction	Work with service providers to identify and, where feasible, implement improvements to local telecommunications infrastructure to support increased demand during construction.	Meeting held with telcos or service providers regarding capacity during peak construction.			John Holland
	Construction	Deliver community rail safety campaigns to improve local awareness.	Two community rail safety campaigns delivered per year during construction in partnership with local schools or councils.			Temporary Accommodation Facility Management Plan
<p>Stress, mental health and wellbeing due to project uncertainty, consultation processes and cumulative changes</p> <p>SI-17 Mental health impacts (uncertainty, frustration and stress) associated with the</p>	Construction	Prepare and implement communication strategies to ensure stakeholders are aware of upcoming changes brought about by the project to promote preparedness and resilience to change. Use multi-channel methods (e.g. mail, SMS, phone,	100% of residents and stakeholders directly adjacent to or likely to be impacted by construction activities receive timely works notifications, with a minimum of 7 days' notice. Notification areas defined by scale	Data: Landowner dedicated community and stakeholder engagement team assignments, mental health service partnerships, works notification delivery,	<p>ARTC's level of social license to operate is consistently positive.</p> <p>Funding and successful collaboration/programs</p>	<p>Community Communications Strategy</p> <p>IRPL</p>

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
<p>land access and acquisition agreements process. (-)</p> <p>SI-18 Mental health impacts associated with the broader experience of participating in the development of the proposal through consultation. (-)</p> <p>SI-19 Consultation fatigue and frustration associated with the broader experience of participating in the development of the proposal through consultation. (-)</p> <p>SI-39 New level crossings will be introduced at six locations along the proposal site. Vehicle delays are expected to reach a maximum of 131 seconds increasing travel times, leading to fatigue and stress. However, these trips are predominantly on rural roads, and longer journeys are a regular occurrence. This impact would increase over time as the average frequency of trains increases between 2026 and 2040. (-)</p> <p>SI-42 Concerns and anxiety around safety of people and livestock, and disturbance to farming operations arising from changes in access and movement near underbridges. (-)</p> <p>SI-44 The mental health impacts experienced during the construction phase of the proposal may continue for some people into the operation phase. This accumulated sense of frustration, impatience and occasional mistrust of the process may affect future interactions between ARTC and affected landowners. (-)</p>		doorknocks, newsletters).	and nature of works. Landowner-reported satisfaction with project communication and engagement during construction, measured through: Targeted questions in biannual perception surveys Qualitative feedback and engagement records ≥70% of landowners agree they feel informed and supported Positive sentiment increases across reporting periods.	engagement and wellbeing feedback records, Survey responses. Source: Landholder engagement records, agreements with mental health services, communications logs, stakeholder support records, perception survey.	established between local mental health services and ARTC. Landowners are aware of the proposal schedule and supported to manage impacts. Landowners feel confident and have trust in the relationship between themselves and their liaison officer. The distributive equity of impacts for vulnerable groups is managed and monitored appropriately by the liaison officer.	
	Construction	Maintain ongoing engagement and monitoring with those residents identified as vulnerable during early engagement (e.g. elderly, those without internet) during early engagement. Use in-person or phone contact where digital methods are not appropriate.	Vulnerable residents receive tailored engagement and support throughout construction, evidenced through contact logs and case tracking.		The proposal makes best efforts to avoid or minimise any activities causing adverse stress and anxiety for the community including affected landowners.	Community Communications Strategy John Holland IRPL
	Construction	Establish at least one formal partnership with a local mental health service (e.g. Murrumbidgee PHN) to co-develop wellbeing resources and referral pathways.	At least one formal partnership with a local mental health service is established during construction (e.g. Murrumbidgee Primary Health Network), with services promoted in community materials.			Community Health and Wellbeing Plan IRPL
	Construction	Allocate a community and stakeholder engagement team member to each directly affected landowner as their consistent single point of contact.	100% of directly affected landowners have a dedicated liaison officer assigned and active throughout construction.			Community Communications Strategy John Holland Individual Property Management Plans IRPL
<p>Cultural heritage and connection to place</p> <p>SI-15 Potential harm to examples of Aboriginal cultural heritage during construction of the proposal – loss of cultural significance/value. (-),</p> <p>SI-06 Sense of place may be altered for some affected stakeholders, i.e. landowners along the proposal site due to the change of rural character and amenity during construction. (-)</p> <p>SI-23 The project will impact on fauna and flora that have social significance for some members of the community. (-)</p> <p>SI-41 A permanent change to the rural sense of place and identification to the land brought on by operation of the proposal. This will be experienced more acutely by directly affected landowners along the proposal site, but also by residents of townships in the local study area. This overall impact links to amenity changes identified in the Surroundings section. (-)</p>	Construction	Protect all identified Aboriginal cultural heritage sites in accordance with the Construction Heritage Management Plan and relevant approvals.	100% of identified Aboriginal heritage sites avoided or protected unless agreed otherwise	Data: Cultural consultation records, site protection audits. Source: Construction Heritage Management Plan, community consultation logs.	The proposal protects and promotes cultural identity, heritage values and connection to place, including Aboriginal cultural heritage and rural character.	Heritage Management Sub-plan John Holland
	Preconstruction / Construction	Consult with Registered Aboriginal Parties (RAPs), Local Aboriginal Land Councils (e.g. Wagga Wagga and Young LALCs), and other knowledge-holders as identified through early engagement. Incorporate Aboriginal storytelling, language, interpretive signage or design features into the project where consultation identifies community support and alignment with cultural values.	Minimum of 2 consultation sessions with local Aboriginal stakeholders per project phase (e.g. design, pre-construction, construction). At least one cultural design or storytelling feature incorporated, subject to consultation outcomes.			Heritage Management Sub-plan John Holland

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
SI-43 Potential adverse change to sense of place and connection to Country amongst Indigenous people due to impacts to artefacts of cultural significance in southern portion of proposal (-)						
Agricultural operations continuity SI-25 Loss of local and regional agricultural production during construction of the proposal felt by individual landowners and regional producers. (-) SI-26 Delays or the need for a new route for farmers using the livestock highway during the Super T landing construction period. SI-27 Potential adverse impact on agricultural businesses from land access and acquisition required for construction and operation of the proposal.	Preconstruction / Construction	Prepare and implement Individual Property Management Plans (IPMPs) in accordance with Conditions of Approval E94 and E95, for any property where project activities may temporarily or permanently impact farm operations, including water supply. Where possible, longer periods of notice of project impacts (greater than 7 days) will be provided to support farming operations. Negotiate and document property-specific construction access arrangements in consultation with landowners to avoid or minimise impacts on cropping, stock movements, and farm infrastructure.	100% of directly affected agricultural operators receive an approved IPMP prior to the commencement of construction on their property. 100% of construction access arrangements agreed prior to access, and no unnotified access events recorded.	Data: Access agreements, agricultural complaints. Source: Landholder engagement logs, grievance register.	The proposal minimises disruption to agricultural operations and supports continuity of rural livelihoods throughout construction and operation.	Individual Property Management Plans IRPL

Table 7.5 Mitigation and Monitoring Framework: Community and stakeholder engagement

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)		
Transparency, responsiveness and trust (i.e. concerns about fairness, transparency and whether community views are heard). SI-05 Potentially restricted ability for local residents to move around their communities due to increased construction-related traffic, road diversions and road closures during construction of bridges and level crossings. (-) SI-17 Mental health impacts (uncertainty, frustration and stress) associated with the land access and acquisition agreements process. (-) SI-29 There are various reactions within the community, and some may have been negatively impacted more than others, with fears that the project will negatively affect them and associated impacts on mental health. Some also feel they have not been properly engaged or listened to. (-) SI-37 Changes to traffic movements and access for people moving around their communities may be affected during operation of the proposal, both positively and negatively. Some minor benefits will be seen where realignment to Burley Griffin Way	Preconstruction / Construction	Develop and implement a Proposal-specific Communication and Stakeholder Engagement Plan (prepared by the principal contractor) to align with Inland Rail's I2S Community Communication Strategy (CCS), fulfilling CoAs B1–B3.	Communication Stakeholder Engagement Plan is finalised and consistent with CCS; key communication milestones delivered as scheduled. <i>Note:</i> The CCS is available publicly via https://inlandrail.com.au/wp-content/uploads/2024/10/i2s-community-communication-strategy-4.pdf .	Data: Complaints, engagement data. Source: Complaints log, community engagement logs,	Landowners are aware of the proposal schedule and supported to manage impacts.	Community Communications Strategy John Holland Construction Traffic, Transport and Access Management Sub-plan John Holland		
	Preconstruction / Construction	Assign a community and stakeholder engagement team member to each directly affected landowner to ensure consistent communication and personalised support.	100% of directly affected landowners assigned a Communications & Stakeholder Engagement team and receive regular updates.		Landowners feel confident and have trust in the relationship between themselves and their liaison officer.		The community is made aware of disruptions and able to manage impacts accordingly. Stakeholders and the community are engaged in an open and transparent process.	Community Communications Strategy John Holland Individual Property Management Plans IRPL
	Preconstruction / Construction	Maintain a transparent complaints management system including: <ul style="list-style-type: none"> Acknowledge all complaints within 24 hours Respond within five business days (for general complaints) 	80% of complaints acknowledged within 24 hours and responded to within five business days.		IRPL's level of social license to operate is consistently positive..		Community Communications Strategy John Holland	

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
<p>occurs, whereas minor delays will also be experienced at new public level crossings. (-)</p> <p>SI-46 The potential for ongoing health and wellbeing impacts for one residential receiver due to noise impacts associated with the realignment of Burley Griffin Way. (-)</p> <p>SI-49 Possible long term affects or uncertainties felt by the community particularly landholders. (-)</p> <p>SI-19 Consultation fatigue and frustration associated with the broader experience of participating in the development of the proposal through consultation. (-)</p> <p>SI-28 There has been an iterative consultation process resulting in changes to the project that respond to community feedback. (+)</p>	Preconstruction / Construction	Support ongoing, two-way community engagement via drop-ins, meetings, surveys, and regular project updates.	Biannual review of engagement effectiveness via feedback logs or stakeholder surveys.			Community Communications Strategy John Holland
	Construction	Review and update Inland Rail's public-facing communication (e.g. website, factsheets, contact points) to help stakeholders clearly identify the relevant Inland Rail project section and delivery partner.	At least 70% of respondents in the six monthly community feedback survey agree that they know which Inland Rail project section affects them and who to contact.			Community Communications Strategy IRPL
	Preconstruction / Construction	Provide timely, tailored construction notifications to all affected stakeholders.	All stakeholders receive minimum 7 days' notice prior to any major construction activity affecting access, amenity, or property.			Community Communications Strategy John Holland Construction Traffic, Transport and Access Management Sub-plan John Holland
<p>Engagement fatigue and landholder stress</p> <p>SI-17 Mental health impacts (uncertainty, frustration and stress) associated with the land access and acquisition agreements process. (-)</p> <p>SI-30 Multiple projects under simultaneous delivery in the Riverina-Murray region leads to an influx of non-local workers impacting community, safety and wellbeing.</p> <p>SI-48 The effect of property impacts on individual landowners relates to the stress and anxiety of the process, as well as the ongoing impact on economic livelihoods. (-)</p>	Construction	<p>Ensure consistent team members are available for landowners to provide consistent updates and minimise repetition or re-engagement fatigue.</p> <ul style="list-style-type: none"> Tailor communications to each directly impacted landowner's needs (e.g. preferred format, frequency, support level). Limit unnecessary engagement touchpoints and ensure that each interaction has a clear purpose. Provide access to wellbeing support pathways and maintain early identification of stakeholders showing signs of stress. <p>Continue transparent updates on changes to the proposal, especially when stakeholder input has shaped outcomes.</p> <p>Coordinate engagement timing and messaging with nearby Inland Rail project teams to avoid duplication.</p> <p>All engagement activities are coordinated across project teams to avoid duplication and align messaging.</p>	<p>100% of directly affected landowners are supported by a dedicated community and stakeholder engagement team member throughout pre-construction and construction.</p> <p>All community and stakeholder engagement team members for John Holland receive basic mental health awareness training, and escalation protocols are in place for stakeholders experiencing high distress.</p> <p>Evidence of cross-project coordination (e.g. shared briefing notes, joint planning meetings, no stakeholder confusion complaints, etc.)</p>	<p>Data: Meeting minutes, feedback logs. Source: Engagement records and CCC feedback.</p> <p>Source: Complaints log, community engagement logs.</p>	<p>The distributive equity of impacts for vulnerable groups is managed and monitored appropriately by the liaison officer.</p> <p>Funding and successful collaboration/programs established between local mental health services and IRPL.</p> <p>Landowners are aware of the proposal schedule and supported to manage impacts.</p> <p>Landowners feel confident and have trust in the relationship between themselves and their liaison officer.</p> <p>The proposal makes best efforts to avoid or minimise any activities causing adverse stress and anxiety for the community including affected landowners.</p>	<p>Community Communications Strategy</p> <p>John Holland</p> <p>Individual Property Management Plans</p> <p>IRPL</p>

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
	Construction	Provide clear and repeated communication on project timeline, handover process, and points of contact post-construction. Maintain access to the same liaison officer through post-construction phase to ensure continuity and understanding. Refer complex or unresolved concerns to a senior contact within ARTC.	70% of directly affected landowners report they understand the post-construction responsibilities and who to contact. ≤10% report concerns about unresolved long-term issues or confusion about ARTC's ongoing role.			Community Communications Strategy IRPL

Table 7.6 Mitigation and Monitoring Framework: Cumulative

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
Increased pressure on services and infrastructure SI-30 Multiple projects under simultaneous delivery in the Riverina-Murray region leads to an influx of non-local workers impacting community, safety and wellbeing.	Construction	Enforce a workforce code of conduct, including induction, behaviour, drug and alcohol policies, and commuting rules.	100% of workers inducted on behavioural standards before site access.	Data: Workforce participation demographics, induction records and incident tracking, community services demand monitoring, workforce behavioural complaints, Health and Wellbeing Sub-Plan implementation records and participation tracking from toolbox sessions. Source: Workforce records, induction logs, council/service provider engagement logs, complaints register.	Demand for existing social and community infrastructure and services is monitored. Employment opportunities are available to people of under-represented or vulnerable backgrounds, including Indigenous people, women, under 25's and the unemployed. The distributive equity of impacts for vulnerable groups is managed and monitored appropriately by the liaison officer. The proposal seeks to avoid any potential negative impacts on the local and regional social localities, including service provider	Workforce Management Sub-Plan John Holland
	Construction	Provide worker wellbeing and support pathways including <ul style="list-style-type: none"> 24/7 access to a qualified first aid officer on site Mental health resources and visible contact information across the camp Onsite toolbox talks focused on mental health, fatigue, and respectful conduct Anonymous feedback mechanisms to report concerns. 	Mental health resources and first aid available 100% of the time; feedback tools established and promoted.			Workforce Management Sub-Plan John Holland
	Construction	Set and track local workforce participation targets.	15% of total cumulative workforce should comprise of a Project Area workforce including the targeted social benefit demographics of the following: <ul style="list-style-type: none"> local and regional employees Indigenous people women under 25 years of age apprenticeship/traineeship positions. 			
	Construction	Engage regularly with local councils, police, Local Aboriginal Land Councils (LALCs), and service providers to monitor social strain and emerging concerns.	Quarterly coordination meetings held across each LGA in the Project Area.			
	Construction	Monitor workforce behaviour and respond to emerging social issues or complaints, with clear grievance pathways and incident tracking.	All behavioural complaints logged and responded to within 5 business days.			
	Construction	Coordinate with other project proponents and agencies to reduce overlapping workforce and accommodation impacts.	Quarterly coordination meetings held with Inland Rail, Regional Development Australia, and neighbouring proponents (where applicable).			
Compounding emotional and amenity impacts (i.e. Ongoing frustration and mistrust may continue into operations,	Post Construction / Operations	Continue engagement with directly affected landowners for the duration of operational activities that materially affect their property Engagement delivered as per the Individual Property	100% of directly affected landowners assigned a dedicated stakeholder engagement team. ≥70% of residents and stakeholders surveyed report feeling that cumulative project impacts are being	Data: Landowner liaison records, surveys, complaint acknowledgements	ARTC's level of social license to operate is consistently positive. Funding and successful	Individual Property Management Plans

Social Impact Summary	Project aspect	Mitigation and management measures	Indicators and Targets	Method (data and source)	Desired outcome	Related Plans (if applicable)
<p>especially for directly affected landowners)</p> <p>SI-50 The mental health impacts experienced during the construction phase of the proposal may continue for some people into the operation phase. This accumulated sense of frustration, impatience and occasional mistrust of the process may affect future interactions between ARTC and affected landowners.</p> <p>Additionally, the cumulative impact of multiple changes to amenity can lead to people disconnecting from their surroundings or choosing to relocate (-).</p> <p>Note: all operational phase commitments/ mitigations are subject to change and are to be reviewed and confirmed 12 months prior to operations commencing</p>		Management Plan for the required duration of the SIMP as agreed with DPHI.	adequately managed. ≤10% report confusion or stress related to overlapping project activities.	<p>and resolution rates, mental health training records, partnership activity with mental health services, Assignment and activity recorded in Consultation Manager.</p> <p>Source: Landowner engagement logs, complaints and resolution register, staff training logs, partnership agreements, perception survey.</p>	<p>collaboration/programs established between local mental health services and ARTC.</p> <p>The proposal makes best efforts to avoid or minimise any activities causing adverse stress and anxiety for the community including affected landowners.</p> <p>The proposal minimises disruption to agricultural operations and supports continuity of rural livelihoods throughout construction and operation.</p>	Responsibility confirmed 12 months prior to Operations commencing
	Post Construction / Operations	12 months before Operations commencing and with consideration to the Individual Property Management Plan, confirm requirement for a dedicated liaison officer as the single point of contact	100% of directly affected landowners have an active, dedicated stakeholder engagement team at all times.			Individual Property Management Plans
	Post Construction / Operations	Provide clear, timely updates on operational activities as per the Individual Property Management Plan	Minimum 5 days' notice before any planned maintenance work that may affect access, amenity, or noise levels.			
	Post Construction / Operations	Investigate and implement additional visual/amenity mitigation measures during operations (e.g. landscaping, screening, fencing) for affected properties.	Visual mitigation measures are documented and, where appropriate, implemented in response to landowner concerns. 100% of directly affected landowners have a dedicated liaison officer assigned and active throughout operations.			≥70% of residents and stakeholders surveyed report feeling that cumulative project impacts are being adequately managed.
			Monitor community perception of cumulative impact burden through periodic check-ins and structured survey questions. If stakeholder feedback indicates increasing stress or reduced confidence in cumulative impact management.			
	Construction	Establish and maintain formal partnerships with local mental health service providers (e.g. Murrumbidgee Primary Health Network) to develop operational phase wellbeing initiatives. Referral pathways for landowners, workforce and community members experiencing stress or distress; printed and digital contact info distributed.	At least one formal partnership with a local mental health service is established for construction (e.g. Murrumbidgee Primary Health Network).			Community Health and Wellbeing Plan IRPL
Construction	Ensure all community liaison officers receive mental health awareness training and are briefed on escalation protocols in first three months on project.	100% of community liaison officers trained prior to start of operational engagement phase.	Workforce Management Sub-Plan John Holland Community Health and Wellbeing Plan John Holland			

Table 7.7 Monitoring Framework

Monitoring Area	Project Aspect	Key Indicators	Frequency	Monitoring responsibility	Linked SIMP Table / Linked Plans
Workforce Management					
Opportunities for jobs, training and upskilling for local people and targeted groups	Pre-Construction / Construction	<p>% of total Project Area workforce including:</p> <ul style="list-style-type: none"> local and regional employees Indigenous people women under 25 years of age apprenticeship/traineeship positions. 	Quarterly during construction	Workforce Development & Industry Participation Manager (JH) Social Performance Principal (IRPL)	Table 7.1 / Workforce Management Sub-Plan

Monitoring Area	Project Aspect	Key Indicators	Frequency	Monitoring responsibility	Linked SIMP Table / Linked Plans
		# of business workshops and meet-the-contractor events held in each LGA before major procurement phases. # of employment enquiries received from residents in the Regional Study Area.			
		# of residents from the Regional Study Area who complete Inland Rail Skills Academy (IRSA) courses. # of IRSA graduates who apply for and receive employment on the project.	Quarterly during construction	Social Performance Principal (IRPL)	Table 7.1 / Workforce Management Sub-Plan
	Pre-Construction	Workforce Management Plan completed and appended to the SIMP.	Once prior to construction; updates if revised	Workforce Development & Industry Participation Manager (JH) Social Performance Principal (IRPL)	Table 7.1 / Workforce Management Sub-Plan
	Pre-Construction / Construction	Evidence of quarterly coordination meetings with IRPL focused on employment continuation strategies, once funding for future projects is confirmed.	Quarterly	Workforce Development & Industry Participation Manager (JH) Social Performance Principal (IRPL)	Table 7.1 / Workforce Management Sub-Plan
	Pre-Construction / Construction	Community satisfaction score in six-monthly community feedback surveys.	Biannually	Community and Stakeholder Team (IRPL)	Table 7.1 / Community Communication Strategy
	Construction	# of monthly coordination meetings held with councils and regional stakeholders (e.g. RDA, Chambers of Commerce), with documented attendance.	Monthly	Communications & Stakeholder Engagement Manager (JHG) Community and Stakeholder Team (IRPL)	Table 7.1 / Workforce Management Sub-Plan
Workforce behaviour and integration	Construction	% of workforce completes induction training, including code of conduct, community expectations, and cultural awareness.	Quarterly	Workforce Development & Industry Participation Manager (JHG) People Manager (JHG)	Table 7.1 / Workforce Management Sub-Plan Workforce Code of Conduct Construction Environmental Management Plan
	Construction	% of complaints about workforce behaviour resolved within 24 hours.	Monthly	Communications & Stakeholder Engagement Manager (JHG) People Manager (JHG)	Table 7.1 / Community Communications Strategy
	Construction	# of quarterly consultations held with councils, local police and LALCs to identify emerging community concerns.	Quarterly	Workforce Development & Industry Participation Manager (JH)G	Table 7.1 / Community Communications Strategy,
	Construction	Change in aggregate perception index in six-monthly community feedback surveys.	Biannually	Community and Stakeholder Team (IRPL)	Table 7.1 / Community Communications Strategy
	Construction	Workforce projections updated quarterly and shared with councils, aligned with the engagement schedule.	Quarterly	HR Manager (JHG) Project Manager (JHG)	Table 7.1 / Workforce Management Sub-Plan
Industry Participation					
Local and indigenous business opportunities	Preconstruction / Construction	% Industry Participation (Project Area Businesses)	(external reporting to IRPL)	Workforce Development & Industry Participation Manager (JHG) Social Performance Principal (IRPL)	Table 7.2 / Workforce Management Sub-Plan
	Preconstruction / Construction	# of targeted training and mentoring programs delivered annually for local and Indigenous businesses.	Annually		

Monitoring Area	Project Aspect	Key Indicators	Frequency	Monitoring responsibility	Linked SIMP Table / Linked Plans
	Construction	# of Inland Rail freight access presentations or briefings delivered to councils and chambers of commerce in the 12 months prior to operations.	Annually		
Freight and supply chain benefits	Operations	Annual increase in regional freight users or volume using Inland Rail, tracked via operational reporting.	Annually	ARTC (operation)	Table 7.2 / Community Communication Strategy
	Operations	Uptake of Inland Rail by regional freight users, measured via freight engagement logs and usage tracking, for duration of SIMP, or as agreed by DPHI	Annually	ARTC (operation)	
	Construction	# of rail safety campaigns or community events delivered annually during construction	Annually	Community and Stakeholder Team (IRPL)	
Housing and Accommodation					
Rental market, housing stress and tourism accommodation	Preconstruction / Construction	Temporary Accommodation Facility Management Plan completed and implemented prior to occupation.	Once prior to construction; updates if revised	Project Director (JHG)	Table 7.3 / Temporary Accommodation Facility Management Plan
	Preconstruction / Construction	# of real estate agent and/or council interviews conducted per monitoring period to confirm rental market availability and trends (target: ≥3).	Biannually	Project Director (JHG)	Table 7.3 / Temporary Accommodation Facility Management Plan
	Preconstruction / Construction	No material increases in rental prices or reduction in availability during construction, as verified through six-monthly market analysis.	Biannually	Project Director (JHG)	Table 7.3 / Workforce Management Sub-Plan
	Preconstruction / Construction	% of long-stay construction workforce accommodated in dedicated workforce accommodation facilities.	Biannually	Project Director (JHG)	Table 7.3 / Temporary Accommodation Facility Management Plan
	Preconstruction / Construction	% of short-term stays booked outside peak tourism periods, or formally approved where unavoidable.	Biannually	Project Director (JHG)	Table 7.3 / Temporary Accommodation Facility Management Plan
	Preconstruction / Construction	Short-term accommodation vacancy rates remain stable across peak and non-peak periods, benchmarked against pre-construction levels.	Biannually	Project Director (JHG)	Table 7.3 / Workforce Management Sub-Plan / Temporary Accommodation Facility Management Plan
Community Health and Wellbeing					
Amenity and environmental disruptions to nearby neighbours	Preconstruction / Construction	% of directly affected landowners have a dedicated Stakeholder and Engagement Team assigned and active throughout construction.	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.4 / Individual Property Management Plans / Community Communications Strategy
	Preconstruction / Construction	% of complaints relating to noise, dust or vibration are resolved within 24 hours and tracked to closure.	Monthly	Communications & Stakeholder Engagement Manager (JHG) Environment & Sustainability Manager (JHG)	Table 7.4 / Individual Property Management Plans / Community Communications Strategy / Construction Environmental Management Plan / Construction Noise and Vibration Management sub-plan / Construction Traffic, Transport and Access Management Sub-plan / Air Quality Management Sub-plan

Monitoring Area	Project Aspect	Key Indicators	Frequency	Monitoring responsibility	Linked SIMP Table / Linked Plans
	Preconstruction / Construction	# community volunteering or beautification initiatives delivered during the construction phase.	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.4 / Community Communications Strategy
	Preconstruction / Construction	# visual/landscape enhancement initiative developed with input from local Aboriginal representatives or councils.	Biannually	Environment & Sustainability Manager (JHG)	Table 7.4 / Community Health and Wellbeing Plan Aboriginal Community and Stakeholder Engagement Strategy
	Preconstruction / Construction	Construction noise, vibration and air quality impacts remain within the limits outlined in the CEMP subplans.	Monthly	Communications & Stakeholder Engagement Manager (JHG)	Table 7.4 / Heritage Management Sub-plan / Construction Environmental Management Plan / Construction Noise and Vibration Management sub-plan / Air Quality Management Sub-plan
	Construction	Onsite first aid responder rostered 24/7 during camp operations.	Quarterly	Environment & Sustainability Manager (JHG)	Table 7.4 / Construction Environmental Management Plan
Access to Services and Facilities (including Health and Community Wellbeing)	Construction	Telehealth and mental health resources available 100% of the time.	Quarterly	Safety Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan / Community Communications Strategy
	Construction	% of advertised onsite amenities operational during construction.	Quarterly	Safety Manager (JHG) People Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan / Community Communications Strategy
	Construction	% of surveyed workers report satisfaction with recreational and dining facilities.	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan / Community Communications Strategy
	Construction	% of mental health support information displayed in of key communal areas (e.g. mess hall, accommodation block).	Quarterly	People Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan / Community Communications Strategy
	Construction	# meetings where camp operation and demobilisation are discussed with local council during construction.	Annually	Safety Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan / Community Communications Strategy
	Construction	% workers have completed driver induction and Code of Conduct training.	Monthly	Communications & Stakeholder Engagement Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan / Community Communications Strategy
	Construction	# refresher or toolbox talks delivered on driver behaviour and local road safety every quarter during construction.	Monthly	Safety Manager (JHG) People Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan / Community Communications Strategy
	Construction	# reported driving incidents or complaints involving project workers.	Monthly	Safety Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan / Community Communications Strategy/ Workforce Code of Conduct
	Preconstruction / Construction	Plan is approved and implemented prior to construction; referenced in all traffic changes.	Once prior to construction; updates if revised	Communications & Stakeholder Engagement Manager (JHG) Safety Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan / Community Communications Strategy

Monitoring Area	Project Aspect	Key Indicators	Frequency	Monitoring responsibility	Linked SIMP Table / Linked Plans
Emergency access and public safety i.e.; Concerns about emergency services access and community safety risk	Construction	% of road closures or access changes notified to emergency service providers, schools and school bus operators at least 7 days in advance.	Monthly	Communications & Stakeholder Engagement Manager (JHG) Traffic Manager (JHG)	Table 7.4 / Construction Traffic, Transport and Access Management Sub-plan
	Construction	#meetings held with REMC, LEMC, and local emergency services to coordinate access and workforce accommodation response protocols.	Biannually	Communications & Stakeholder Engagement Manager (JHG) Traffic Manager (JHG)	Table 7.4 / Construction Traffic, Transport and Access Management Sub-plan
	Construction	% of workforce accommodation occupants who have sign the Code of Conduct and are subject to the policy.	Monthly	Communications & Stakeholder Engagement Manager (JHG) Traffic Manager (JHG) Safety Manager (JHG)	Table 7.4 / Construction Traffic, Transport and Access Management Sub-plan/ Workforce Code of Conduct
	Construction	24/7 camp supervision maintained throughout construction.	Quarterly	People Manager (JHG) Traffic Manager (JHG)	Table 7.4 / Workforce Management Sub-Plan
	Construction	# meetings with telcos or service providers regarding capacity during peak construction.	Biannually	Project Director (JHG) Safety Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan
	Construction	# rail safety campaigns delivered per year during construction in partnership with local schools or councils.	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.4 / Temporary Accommodation Facility Management Plan
	Construction	% of residents and stakeholders directly adjacent to or likely to be impacted by construction activities receive timely works notifications, with a minimum of 7 days' notice. Notification areas defined by scale and nature of works. Landowner-reported levels of confidence,	Monthly	Communications & Stakeholder Engagement Manager (JHG)	Table 7.4 / Community Communications Strategy / Construction Environmental Management Plan / Construction Noise and Vibration Management sub-plan
Stress, mental health and wellbeing due to project uncertainty, consultation processes and cumulative changes	Construction	% of landowners report they feel informed and supported tracked via biannually community feedback survey.	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.4 / Community Communications Strategy
	Construction	# of vulnerable residents receiving tailored engagement and support throughout construction (based on contact logs and case tracking).	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.4 / Community Communications Strategy
	Construction	# of formal partnerships established with local mental health services during construction (e.g. Murrumbidgee Primary Health Network).	Biannually	Social Performance Principal (IRPL)	Table 7.4 / Community Communications Strategy
	Construction	% of directly affected landowners with a dedicated Stakeholder Engagement Team member assigned and active throughout construction.	Biannually	Communications & Stakeholder Engagement Manager (JHG) Community and Stakeholder Team (IRPL)	Table 7.4 / Community Health and Wellbeing Plan
	Construction	% of identified Aboriginal heritage sites avoided or protected (unless agreed otherwise).	Biannually	Environment & Sustainability Manager (JHG)	Table 7.4 / Community Communications Strategy / Individual Property Management Plans / Heritage Management Sub-plan
Cultural heritage and connection to place	Preconstruction / Construction	# of consultation sessions with local Aboriginal stakeholders per project phase (e.g. design, pre-construction, construction).	Biannually	Environment & Sustainability Manager (JHG)	Table 7.4 / Heritage Management Sub-plan/ Aboriginal Community and Stakeholder Engagement Strategy

Monitoring Area	Project Aspect	Key Indicators	Frequency	Monitoring responsibility	Linked SIMP Table / Linked Plans
	Preconstruction / Construction	# of cultural design or storytelling features incorporated into project design (subject to consultation outcomes).	Biannually	Environment & Sustainability Manager (JHG)	Table 7.4 / Community Communications Strategy/ Heritage Management Sub-plan / Aboriginal Community and Stakeholder Engagement Strategy
	Preconstruction	% of directly affected agricultural operators who receive an approved Individual Property Management Plan (IPMP) prior to construction commencing on their property.	Biannually	Communications & Stakeholder Engagement Manager (JHG) Community and Stakeholder Team (IRPL)	Table 7.4 / Heritage Management Sub-plan Individual Property Management Plans
Agricultural operations continuity	Preconstruction	% of construction access arrangements agreed with landholders prior to access.	Biannually	IRPL	Table 7.4 / Individual Property Management Plans
	Construction	# of unnotified access events recorded.	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.4 / Individual Property Management Plans
Community and stakeholder engagement					
Transparency, responsiveness and trust (i.e. concerns about fairness, transparency and whether community views are heard).	Preconstruction / Construction	Communication Stakeholder Engagement Plan finalised and consistent with Community Communication Strategy (CCS); key milestones delivered.	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.5 / Community Communications Strategy
	Preconstruction / Construction	% of directly affected landowners assigned a liaison officer and receiving regular update.	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.5 / Community Communications Strategy
	Preconstruction / Construction	% of complaints acknowledged within 24 hours and responded to within 5 business days.	Monthly	Communications & Stakeholder Engagement Manager (JHG)	Table 7.5 / Communications and Stakeholder Engagement / Management Plan Individual Property Management Plans
	Preconstruction / Construction	Frequency of engagement effectiveness reviews (via feedback logs or stakeholder surveys).	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.5 / Community Communications Strategy
	Construction	% of community survey respondents who know which Inland Rail section affects them and who to contact.	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.5 / Community Communications Strategy
	Preconstruction / Construction	% of stakeholders receiving minimum 7 days' notice prior to any major construction activity.	Monthly	Communications & Stakeholder Engagement Manager (JHG) Community and Stakeholder Team (IRPL)	Table 7.5 / Community Communications Strategy
	Construction	% of directly affected landowners supported by a dedicated liaison officer throughout pre-construction and construction.	Six-monthly (construction and first 12 months of operations)	Communications & Stakeholder Engagement Manager (JHG) (Construction)	Table 7.5 / Community Communications Strategy
Engagement fatigue and landholder stress	Construction	Evidence of cross-project coordination (e.g. shared briefing notes, joint planning meetings etc.)	Monthly	Communications & Stakeholder Engagement Manager (JHG) (Construction)	Table 7.5 / Community Communications Strategy / Individual Property Management Plans
	Construction	% of community and stakeholder engagement team members trained in basic mental health awareness and escalation protocols in place.	Monthly	Communications & Stakeholder Engagement Manager (JHG) (Construction)	Table 7.5 / Community Communications Strategy / Individual Property Management Plans

Monitoring Area	Project Aspect	Key Indicators	Frequency	Monitoring responsibility	Linked SIMP Table / Linked Plans
	Post Construction / Operations	% of directly affected landowners who understand post-construction responsibilities and who to contact.	Monthly	Community and Stakeholder Team (IRPL)	Table 7.5 / Community Communications Strategy / Individual Property Management Plans
	Post Construction / Operations	% of landowners reporting concerns about unresolved long-term issues or confusion about ARTC's ongoing role, for duration of SIMP as agreed with DPHI.	Monthly	Responsibility confirmed 12 months prior to Operations commencing	Operational Environmental Management Plan
	Operations	% of landowners reporting concerns about unresolved long-term issues or confusion about ARTC's ongoing role.	Monthly	ARTC (Operations)	Operational Environmental Management Plan
Cumulative					
Increased pressure on services and infrastructure	Construction	% of workers inducted on behavioural standards before site access.	Biannually	People Manager (JHG)	Table 7.6 / Workforce Management Sub-Plan / Workforce Code of Conduct
	Construction	Availability of mental health resources and first aid.	Biannually	People Manager (JHG)	Table 7.6 / Workforce Management Sub-Plan
	Construction	% of cumulative workforce from Project Area and target demographics (local/regional, Indigenous, women, under 25, apprentices/trainees).	Biannually	Workforce Development & Industry Participation Manager (JHG)	Table 7.6 / Workforce Management Sub-Plan
	Construction	# of coordination meetings held across each LGA in the Project Area.	Quarterly	Workforce Development & Industry Participation Manager (JHG) People Manager (JHG)	Table 7.6 / Workforce Management Sub-Plan
	Construction	All behavioural complaints logged and responded to within 5 business days.	Biannually	Communications & Stakeholder Engagement Manager (JHG)	Table 7.6 / Workforce Management Sub-Plan / Community Communications Strategy
	Construction	# of quarterly coordination meetings with Inland Rail, RDA and neighbouring proponents.	Quarterly	Communications & Stakeholder Engagement Manager (JHG)	Table 7.6 / Workforce Management Sub-Plan
	Construction	% of directly affected landowners assigned a community and stakeholder engagement team member.	Biannually	Communications & Stakeholder Engagement Manager (JHG) Community and Stakeholder Team (IRPL)	Table 7.6 / Workforce Management Sub-Plan
Compounding emotional and amenity impacts (i.e. Ongoing frustration and mistrust may continue into operations, especially for directly affected landowners)	Post Construction / Operations	% of residents/stakeholders who feel cumulative impacts are adequately managed.	Biannually	Responsibility confirmed 12 months prior to Operations commencing	Table 7.6 / Individual Property Management Plans Operational Environmental Management Plan
	Post Construction / Operations	% of planned maintenance works notified to landowners ≥5 days in advance.	Biannually	Responsibility confirmed 12 months prior to Operations commencing	Table 7.6 / Individual Property Management Plans Operational Environmental Management Plan

Monitoring Area	Project Aspect	Key Indicators	Frequency	Monitoring responsibility	Linked SIMP Table / Linked Plans
	Post Construction / Operations	Documentation and implementation of visual mitigation in response to landowner concerns.	Biannually	Responsibility confirmed 12 months prior to Operations commencing	Table 7.6 / Individual Property Management Plans / Community Communications Strategy Operational Environmental Management Plan
	Construction	# of formal partnerships with local mental health services during construction	Biannually	Community and Stakeholder Team (IRPL)	Table 7.6 / Individual Property Management Plans / Community Communications Strategy

7.4 Adaptive Management

The project will apply a structured and responsive approach to managing social impacts through adaptive management. To determine whether current management strategies remain effective or require adjustment, John Holland and Inland Rail will regularly review:

- Monitoring data to assess whether desired outcomes and targets are on track
- Complaints and grievances related to social impacts, including trends and unresolved issues
- Any incidents or non-conformances relating to social performance
- Socio-economic indicators relevant to workforce, housing, wellbeing, and equity
- Feedback from ongoing stakeholder engagement, particularly councils and Community Consultative Committees.

Where these reviews indicate that mitigation measures are ineffective or unforeseen impacts are emerging, the following adaptive management responses may be implemented:

- Investigate incidents and non-conformances in accordance with the project's incident management protocols (as outlined in the Construction Environmental Management Plan), and apply corrective actions to prevent recurrence
- Collaboratively review and revise mitigation strategies with Inland Rail and relevant stakeholders
- Where cumulative impacts are observed (e.g. relating to housing), coordinate with other proponents to develop joint mitigation responses
- Where required, provide remediation to affected stakeholders (e.g. in cases of verified non-compliance).

If updates to the mitigation framework are warranted, a revised SIMP will be submitted to the Planning Secretary for approval. Once approved, the updated SIMP will be published on the project website and shared with relevant stakeholders.

The Monitoring Framework Table in Section 7.7 outlines how indicators, data sources and responsibilities support this adaptive process.

8 Reporting and Revisions

8.1 Reporting

In accordance with CoA E110(e), Inland Rail will prepare and publish a quarterly Social Impact Monitoring Report, informed by regular data collection and review activities.

The report will:

- Track performance against the mitigation measures and indicators set out in Section 8
- Be published on the Inland Rail project website
- Be tabled and discussed at Community Consultative Committee (CCC) meetings
- Highlight any emerging social risks or implementation gaps
- Trigger updates to the SIMP and/or relevant subplans where required.

Indicators, data sources, monitoring responsibilities and reporting frequencies are summarised in Section 7. These align with mitigation measures presented in Table 7.1 to Table 7.6 and support the adaptive management process outlined in Section 7.4

John Holland will collect and provide relevant monitoring data to Inland Rail during construction. Inland Rail is responsible for producing and publishing the quarterly reports throughout construction and, during the operational period.

The first SIMP report will be submitted by 30 January 2026, covering the period to the end of December 2025. Subsequent reports during the construction phase will align with calendar quarters and be submitted by the end of the following month (e.g. January–March quarter submitted by end of April, April–June by end of July, July–September by end of October, etc.).

The operational reporting timeline will be confirmed 12 months prior to the commencement of operations, in line with the commitment in Section 8.2 to confirm all operational phase commitments, mitigations, and responsibilities at that time. This timeline will then be reviewed at the start of operations.

8.2 SIMP Revision and Improvement

John Holland and Inland Rail will conduct an annual review of the SIMP the construction phase to ensure mitigation strategies remain relevant, effective, and aligned with project activities and community expectations. Requirements for post-construction monitoring and review are subject to agreement with DPHI and will be considered in future updates to the SIMP.

The review will consider:

- Project activity updates
- Community complaints and feedback
- Monitoring data and performance trends
- Any exceedances or non-compliances
- Effectiveness of mitigation measures in achieving outcomes
- Changes in socio-economic conditions.

Where necessary, the SIMP will be revised and submitted to the Planning Secretary for approval. Approved updates will be published online and shared with relevant stakeholders.

All operational phase commitments/ mitigations/ responsibilities etc will be confirmed 12 months prior to operation commencing

9 References

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Internal documents only (not public facing)

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APPENDIX A: Qualification of Contributors

Certification Page

I, Angela Peace, certify that the Social Impact Management Plan contains all information relevant to the SIMP of the Project and that the information is not false or misleading. My qualifications and experience are listed below.

Qualifications and membership

- Bachelor of Arts (Communications)
- Graduate Certificate Social Change and Development (ongoing, HD in Soc Science Research Methods)
- Member International Association of Impact Assessment
- Member International Association of Public Participation
- Member Environmental Institute of Australia and New Zealand.

Experience

The author is trained in social science methodologies and has demonstrated SIA skills in Government, private, and education settings. She has managed SIAs for extractive industry, renewable energy, social infrastructure and transport infrastructure projects in NSW including significant state developments.

The author is a social impact and community engagement specialists with a range of experience in carrying out major social impact assessments across a range of sectors in NSW, inclusive of participatory engagement practices

Date: 17 July 2025

APPENDIX B: Consultation Summary Report

Overview

A targeted consultation program was conducted during April and May 2025 to inform the development of the SIMP. The engagement program was conducted to gather feedback on the proposed social mitigation measures and seek input into how measures might be refined, implemented, and monitored. It also provided an opportunity to identify new or emerging impacts, validate the findings of the SIA, and strengthen relationships with stakeholders.

Stakeholders engaged as part of the SIMP development were:

- Stakeholders who are directly affected by a social impact as a result of the project
- Stakeholders with a direct interest in a proposed mitigation measure.

Where the EIS identified broad stakeholder categories such as 'local residents', 'Aboriginal people' or 'businesses', consultation was sought with entities that represent their interests, such as councils, progress associations, Local Aboriginal Land Councils or Business Chambers.

Objectives of engagement

Engagement to inform this SIMP was guided by Condition of Approval B109(b), which requires involvement from directly affected communities and businesses, Local Aboriginal Land Councils (LALCs), community organisations and representative groups, and councils.

In addition, and consistent with Updated Mitigation Measure SE-3, the SIMP has been developed in consultation with local councils and service providers, including local and regional health and emergency service providers. This ensures the SIMP appropriately responds to both localised social needs and broader service planning considerations during construction and operation of the project.

Objectives of the engagement process were to:

- Check Social Impacts: Identify any new or specific impacts in your area since the original SIA was approved
- Evaluate Mitigation Measures: Gather feedback on proposed strategies and targets and explore opportunities to enhance them
- Promote Transparency: Ensure open communication about how your input shapes project decisions
- Strengthen Community Ties: Build trust and improve outcomes through ongoing stakeholder collaboration.

Engagement approach

The engagement approach included targeted stakeholder conversations and opportunities for broader community participation.

Targeted stakeholder engagement focused on the social impacts most relevant to each group's interests, responsibilities, or potential exposure and included stakeholders such as local councils, local and regional health and emergency service Aboriginal and First Nations groups and community groups.

These sessions were guided by a presentation pack providing an overview of the social impacts and mitigation measures. Engagement methods included one-on-one discussions and small group meetings, either face-to-face or via an online teleconference platform. Engagement with

directly impacted property owners was also targeted through the Individual Property Management Plans (PMPs).

To capture broader community perspectives, SIMP materials were displayed at a community drop-in session held at the Illabo Post Office/General Store on 5 May 2025. Project-specific SIMP posters were also exhibited at the Illabo General Store, Cootamundra IGA Community Noticeboard, and Stockinbingal Post Office. These posters invited feedback and linked to an online survey, which was also made available via the project website and shared with targeted stakeholders and community groups.

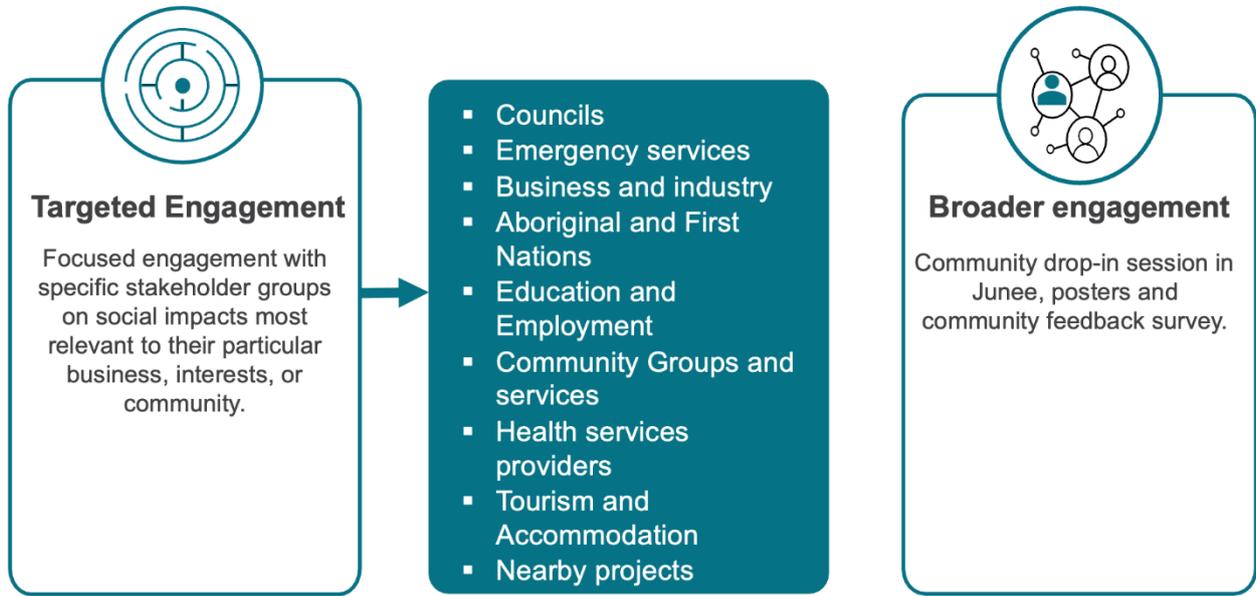


Figure: Engagement approach

Engagement Techniques and Tools

The engagement process for the SIMP used a mix of targeted and broad-based methods to reach stakeholders with varying levels of interest and influence. These techniques were designed to gather both qualitative and quantitative input to ensure the SIMP reflects local knowledge, expectations, and emerging social conditions.

The following table summarises the main tools used during the consultation period, their purpose, and the number of participants engaged through each method.

Engagement Tool	Purpose	Participants
Targeted stakeholder meetings	To gather specific, informed feedback from directly affected or interested parties	42 individuals across 19 meetings
Email correspondence and follow-ups	To distribute information, confirm preferences, and gather verbal or written feedback	7 stakeholders
Community drop-in session	To provide informal opportunities for community members to learn about the SIMP and provide feedback	General public (unquantified)
SIMP posters and survey	To invite feedback from the wider community and support transparent, inclusive engagement	Posters placed in 3 locations; 32+ survey responses received

Targeted Stakeholders

A Targeted engagement was undertaken with stakeholders who were either directly affected by the project's social impacts or had a key role in delivering or supporting mitigation measures. These stakeholders were identified based on the original EIS stakeholder mapping, as well as project updates and local insights gathered since project approval.

The following table provides a breakdown of stakeholder groups, organisations consulted, the method of engagement, and the number of participants involved.

Stakeholder Group	Stakeholder	LGA	Consultation method	Consultation/meeting date time	Number of stakeholders consulted
Local Government	Junee Shire Council (JSC)	JSC	Phone calls Face to face Emails	Face to face meeting - Wednesday 16 April 10am	3
	Cootamundra-Gundagai Regional Council (CGRC)	CGRC	Phone calls Face to face Emails	Face to face meeting - Tuesday, 15 April 11am	4
	Temora Shire Council (TSC)	TSC	Phone calls Face to face Emails	Face to face meeting - Tuesday 15 April 2pm	2
First Nations Stakeholders	Mawang Gaway	Various	Email with survey link	Sent 5/5/25	
	Wagga Wagga LALC	Various	Phone call Face to face Email and survey	Face to face meeting - Tuesday 11am 29 April	1
	Cootamundra Aboriginal Working Party	CGRC	Phone call Face to face Email and survey	Face to face meeting - Tuesday 4pm 29 April. Combined meeting with Riverina Murray Regional Alliance	1
	Young LALC	Various	Phone call Face to face Email with survey	Face to face meeting - Monday 28 April, 11:30am.	2
	Riverina Medical and Dental Aboriginal Corporation	Various	Email with survey	Sent 5/5/25	
	Riverina Murray Regional Alliance	Various	Face to face	Face to face meeting - Tuesday 4pm 29 April. Combined with Cootamundra AWP	1
Regional Development Australia	Regional Development Australia – Riverina	Various	Online meeting Email and survey	Online meeting - Wednesday 7 May 3:30pm	1
	Regional Development Australia – Central West	Various	Online meeting Email	Online meeting - Thurs 24 April, 11am	1

Stakeholder Group	Stakeholder	LGA	Consultation method	Consultation/meeting date time	Number of stakeholders consulted
Chambers of Commerce	Junee Business and Trades	JSC	Phone call Face to face Email with survey	Face to face - Wed 30th 9am	2
	Temora Business Enterprise Group	TSC	Online meeting	Online meeting - Tues 6 May, 11:30am	1
Community Consultation Committee (CCC) members	CCC Chair	Various	Email and survey Presentation pack	Consultation and survey link pack sent via email. Not interested in briefing.	1
	Member	Various	Face to face Phone calls	Face to face - Wed 30th 10:30am	1
	Member	Various	Face to face	Face to face - Thurs 1 May, 9am	1
	Member	Various	Face to face	Face to face - Thurs 1 May, 3:30pm	1
	Member	Various	Face to face	Wed 30 April, 5:30pm Thurs 1 May, 3:30pm	1
	Member	Various	Email with pack and survey link	No longer able to attend face to face or online meeting. Pack and survey link sent to stakeholder.	1
	Member	Various	Face to face	Face to face - Thurs 1 May, 3:30pm. Joint meeting with two other members.	2
Community Organisations	NSW Farmers	Various	Online meeting	Online meeting - Tues 6 May 3pm	1
	Pinnacle Community Services	TSC	Phone calls Email	Not available to meet. Consultation pack sent by email.	1
	The Arts Centre Cootamundra	CGRC	Face to face	Face to face - Wed 30 April 4pm	1
	Stockinbingal Community Association	CGRC	Face to face	Face to face - Wed 30 April 5:30pm. Combined with Stockinbingal Hall Committee.	5
	Stockinbingal Hall Committee	CGRC	Face to face	Face to face - Wed 30 April 5:30pm. Combined with SCA.	5
	Elouera Association	CGRC	Face to face	Wed 30 April, 2:00pm	2

Stakeholder Group	Stakeholder	LGA	Consultation method	Consultation/meeting date time	Number of stakeholders consulted
Local Emergency Management Committee	NSW Police Force-Southern Region Command	Various	Online meeting Email and survey	Online meeting - Mon 5 May 1pm	1
Potentially Impacted Schools	Junee Public School	JSC	Email with survey link	Sent 5/5/25	1
	Stockinbingal Public School	CGRC	Phone conversation	Phone conversation with verbal feedback Thurs 1 May	1
	Illabo Public School	JSC	Phone conversation	Phone conversation with verbal feedback Thurs 1 May	1
	Junee North Public School	JSC	Phone conversation	Phone conversation with verbal feedback Thurs 1 May	1
Potentially Impacted Health Organisations	Murrumbidgee Primary Health Network	Various	Online meeting Email and survey	Online meeting Tues 6 May, 10:00pm	1
Other	Junee Correctional Centre	JSC	Phone conversation	Not interested in meeting. Feedback given over phone.	1
TOTAL					49

Engagement outcomes

Feedback gathered through engagement played an important role in shaping this SIMP. Input from participants helped to refine the identification of social impacts, confirm the relevance of proposed mitigation measures, and highlight opportunities to improve outcomes for local communities.

In total, 33 entities were approached and invited to participate in a consultation meeting. A total of 19 briefings were held with 42 stakeholders, 7 entities provided verbal feedback over the phone in lieu, or in addition to, a meeting.

The following table summarises key social impact themes identified through targeted consultation.

Based on stakeholder and community input, a number of updates and refinements have been made to the SIMP to better reflect local context and expectations. Feedback has been grouped by key social impact themes consistent with those used in the SIA. This approach aligns with Updated Mitigation Measures SE-1, SE-3 and SE-4, which require the SIMP to address potential impacts across workforce management, industry participation, housing and accommodation, community health and wellbeing, and stakeholder engagement

Stakeholder Group	LGA / Region	Summary of Key Issues Raised
Cootamundra-Gundagai Regional Council	CGRC	Upskilling local workers, social integration of workforce, school bus impacts, housing stress, cumulative impacts.
Junee Shire Council	JSC	Employment for youth, after-hours community events, integration of workers, telecommunication concerns, use of local channels.
Temora Shire Council	TSC	Freight access, limited housing due to hospital, opportunities for local jobs and business info, critical infrastructure overlap.
NSW Farmers	Various	Competition for farm workers, communication duplication, dust and road impacts, NDIS travel issues, rural noise exposure.
Regional Development Australia – Riverina	Riverina	Job competition, geographic and legacy sensitivity, need for lateral community benefits, better sequencing of decisions.
Southern Region Emergency Management	Various	Need for LEMC coordination, Local Rescue Committee briefings, emergency naming, response tours, shared training facility.
Community Consultative Committee	Various	Driver behaviour, fire safety roles, need for Liaison Officers, longer notice for farm planning, legacy clarity, target simplicity.
Stockinbingal Community Association	CGRC	Traffic and road safety, legacy telecommunications upgrades, community cohesion.
Elouera Association	CGRC	Travel time for NDIS, interest in project-linked social enterprise opportunities.
Young LALC	Various	Reduce duplication of engagement, consolidate efforts for efficiency.
Regional Development Australia – Central West	Various	Business communication and freight planning needs, Inland Rail program coherence.

Evidence of consultation

Evidence of consultation undertaken during the development of this SIMP includes:

- Meeting records and attendance lists
- Emails and survey links sent to targeted stakeholders
- Copies of the SIMP consultation pack
- Online survey responses
- Posters displayed in community locations
- Notes from community drop-in sessions
- Phone call logs and verbal feedback summaries

This evidence supports the summary provided above and demonstrates that consultation was appropriately scoped, inclusive, and responsive to the project's social risk profile.

APPENDIX C: Social Impact to SIMP Measure Crosswalk Table

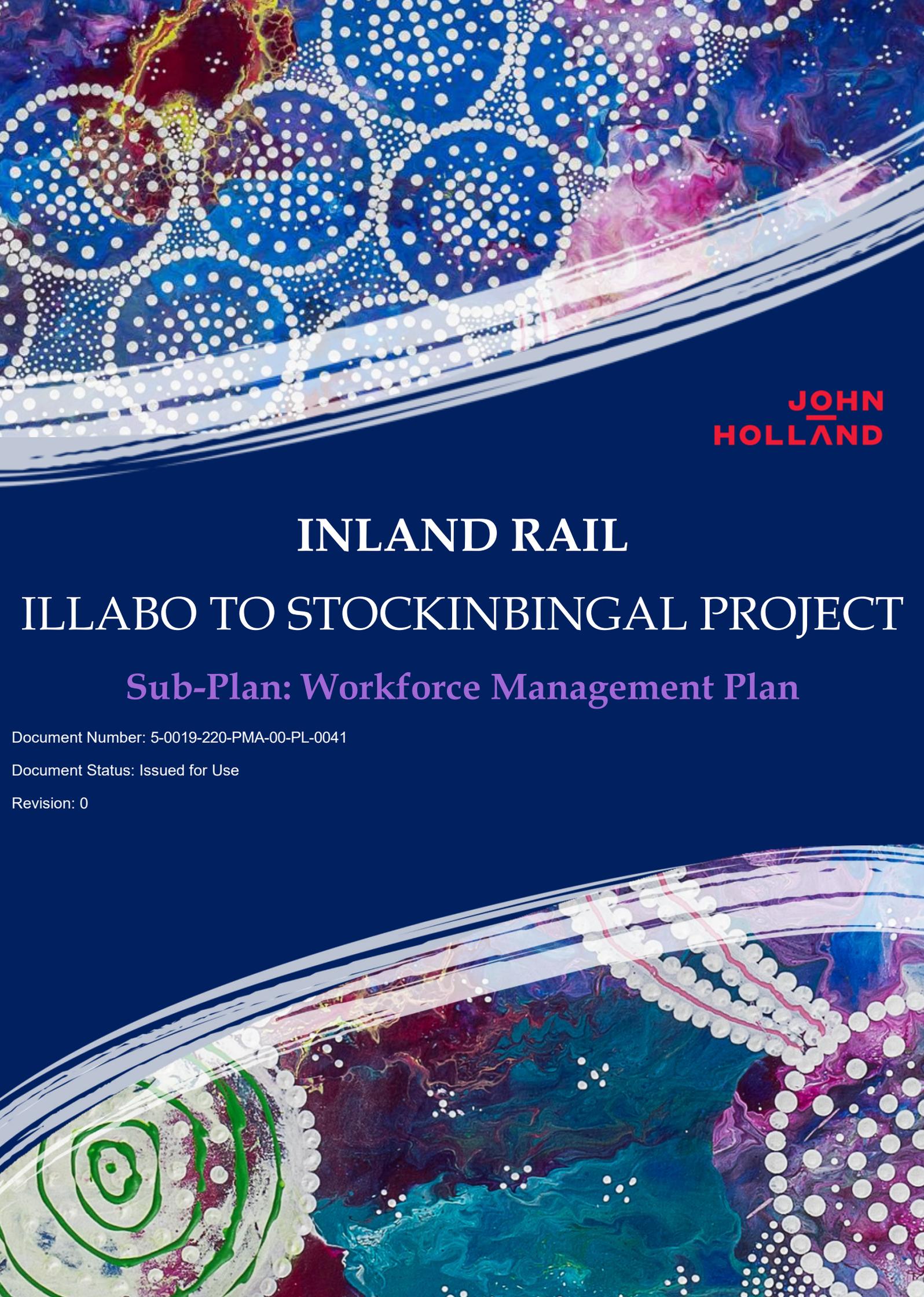
SIMP ID	Mitigation Table / Theme	Mitigation Focus	Community Outcome Supported (abbreviated)
SI-01	Table 8.1 – Workforce Management	Direct employment opportunities	Equitable access to jobs and training
SI-02	Table 8.1 – Workforce Management	Indirect employment via supply chain	Local economic benefit
SI-03	Table 8.4 – Housing and Accommodation	Short-term accommodation pressure	Minimal disruption to local services
SI-04	Table 8.1 – Workforce Management	Skills development via IRSA	Equitable access to training
SI-05	Table 8.1 – Workforce Management	Movement disruption	Reduced impact on community access
SI-06	Table 8.5 – Community Health and Wellbeing	Sense of place changes (construction)	Respect for local identity
SI-07	Table 8.1 – Workforce Management	Positive cohesion from workforce	Inclusive communities
SI-08	Table 8.1 – Workforce Management	Anti-social behaviour risk	Culturally safe community environment
SI-09	Table 8.1 – Workforce Management	Demand for community facilities	Minimal disruption to services
SI-10	Table 8.5 – Community Health and Wellbeing	Emergency access risks	Safety and wellbeing
SI-11	Table 8.5 – Community Health and Wellbeing	Access to services	Service continuity
SI-12	Table 8.5 – Community Health and Wellbeing	Emergency access (fire risk)	Safety and wellbeing
SI-13	Table 8.5 – Community Health and Wellbeing	Non-local driver behaviour	Public safety
SI-14	Table 8.5 – Community Health and Wellbeing	Flood-related safety concerns	Resilience and safety
SI-15	Table 8.5 – Community Health and Wellbeing	Aboriginal cultural heritage impacts	Respect for Country and cultural safety
SI-16	Table 8.1 – Workforce Management	Risk of benefits not eventuating	Community trust and perceived legacy
SI-17	Table 8.6 – Community Engagement	Stress from land access process	Community trust
SI-18	Table 8.6 – Community Engagement	Frustration from engagement	Stakeholder wellbeing
SI-19	Table 8.6 – Community Engagement	Consultation fatigue	Engagement transparency
SI-20	Table 8.5 – Community Health and Wellbeing	Visual amenity impacts	Community wellbeing and local character
SI-21	Table 8.5 – Community Health and Wellbeing	Noise (Burley Griffin Way)	Health and amenity

SIMP ID	Mitigation Table / Theme	Mitigation Focus	Community Outcome Supported (abbreviated)d
SI-22	Table 8.5 – Community Health and Wellbeing	Vibration concerns	Health and amenity
SI-23	Table 8.5 – Community Health and Wellbeing	Flora/fauna of social significance	Environmental stewardship
SI-24	Table 8.5 – Community Health and Wellbeing	Dust and emissions	Health and wellbeing
SI-25	Table 8.5 – Community Health and Wellbeing	Agricultural production loss	Economic resilience
SI-26	Table 8.5 – Community Health and Wellbeing	Livestock highway disruption	Continuity of livelihoods
SI-27	Table 8.5 – Community Health and Wellbeing	Impact of land acquisition	Livelihood stability
SI-28	Table 8.6 – Community Engagement	Responsive consultation process	Transparent decision-making
SI-29	Table 8.6 – Community Engagement	Unmet engagement expectations	Community trust
SI-30	Table 8.1 – Workforce Management	Inflow of workers (cumulative)	Wellbeing and inclusion
SI-31	Table 8.3 – Industry Participation	Freight access benefits	Long-term economic opportunity
SI-32	Table 8.3 – Industry Participation	Mode shift road to rail	Road safety improvement
SI-33	Table 8.3 – Industry Participation	Supply chain and investment	Regional economic benefit
SI-34	Table 8.3 – Industry Participation	Market access for producers	Business opportunity
SI-35	Table 8.1 – Workforce Management	Operational employment	Jobs during operation
SI-36	Table 8.1 – Workforce Management	Upskilled workers for future projects	Long-term benefit
SI-37	Table 8.6 – Community Engagement	Traffic changes during operation	Access and safety
SI-38	Table 8.5 – Community Health and Wellbeing	Level crossing removal	Road safety improvement
SI-39	Table 8.5 – Community Health and Wellbeing	Delays at level crossings	Mobility and access
SI-40	Table 8.1 – Workforce Management	Post-construction cohesion loss	Community resilience
SI-41	Table 8.5 – Community Health and Wellbeing	Rural sense of place during operation	Cultural and social identity
SI-42	Table 8.5 – Community Health and Wellbeing	Access and livestock risk at underbridges	Safety and operations
SI-43	Table 8.5 – Community Health and Wellbeing	Connection to Country	Cultural recognition and respect

SIMP ID	Mitigation Table / Theme	Mitigation Focus	Community Outcome Supported (abbreviated)d
SI-44	Table 8.6 – Community Engagement	Stress from perceived change	Wellbeing and confidence
SI-45	Table 8.5 – Community Health and Wellbeing	Visual changes in operation	Long-term amenity
SI-46	Table 8.5 – Community Health and Wellbeing	Noise (operation)	Health and wellbeing
SI-47	Table 8.5 – Community Health and Wellbeing	Operational noise/vibration	Wellbeing and liveability
SI-48	Table 8.6 – Community Engagement	Legacy and expectation management	Post-construction clarity
SI-49	Table 8.6 – Community Engagement	Uncertainty about project legacy	Community understanding and trust
SI-50	Table 8.7 – Cumulative Impacts	Ongoing stress and disengagement	Cumulative impact management



APPENDIX D: Supporting Plans and Documents



**JOHN
HOLLAND**

INLAND RAIL

ILLABO TO STOCKINBINGAL PROJECT

Sub-Plan: Workforce Management Plan

Document Number: 5-0019-220-PMA-00-PL-0041

Document Status: Issued for Use

Revision: 0

Document Control

Documentation Title	Sub-Plan: Workforce Management Plan	
IRPL Document No	5-0019-220-PMA-00-PL-0041	
Prepared By	Claire Bridges	
Document Owner	Sandra Curran	
	REVIEWED BY	APPROVED BY
Name	Sandra Curran	Rob Pitt
Title	People Manager	Project Director
Signature Date		

Revision History

REVISION	DATE ISSUED	DESCRIPTION
A	25/10/2024	Issued for Review
B	03/02/2025	Issued for Review
0	20/03/2025	Issued for Use

DOCUMENT CONTROL

The current reviewed and approved version of this management plan is available on the I2S Project’s IMS platform and within SharePoint. Downloaded management plans are deemed uncontrolled, and it is the responsibility of the user to ensure they are using the latest revision.

Sponsors should contact I2S’s Document Control Team to obtain the latest revision of the management plan before commencing changes to the plan for the next revision.

REVIEWS AND AMENDMENTS

This plan is to be reviewed periodically, minimum yearly ensuring the plan is kept updated and remains relevant to the I2S scope of work and consistent with policies, compliance standards and best practice.

Any major revisions or amendments must be approved by the Project Director and/or Senior Leadership Team representative before being distributed/implemented.

1 Revisions and Distribution

1.1 Revisions

Draft issues of this document are identified as Revision A, B, C etc. Upon initial issue (generally Contract Award) this will be changed to a sequential number commencing at Revision 0. Revision numbers will continue at Rev. 1, 2 etc.

1.2 Distribution

The controlled master version of this document is available for distribution as appropriate and maintained on the document management system being used on the project. All circulated hard copies of this document are deemed to be uncontrolled.

Client's Representative	Conrad Strachan
Project Director	Rob Pitt
Deputy Project Director	Regina Wootton
Quality & Completions Manager (Project Quality Representative)	Shane Aberdeen
Engineering Manager	Jerome Cargnino
Project Personnel	Aconex Distribution

1 Introduction

In collaboration with Inland Rail, we are committed supporting the participation of Local, Regional, and Indigenous Peoples. We will seek to ensure they are prepared for, and provided with, opportunities to participate and develop on the Inland Rail I2S Project. To implement the workforce management measures we will:

- Develop this sub-plan in accordance with Inland Rail Social Delivery Management Plan Requirements I2S, Inland Rail's Australian Industry Participation Plan (AIPP), the Commonwealth Indigenous Procurement Policy and all State and Commonwealth regulatory requirements such as the Infrastructure Skills Legacy Program (ISLP)
- Take into consideration the Inland Rail Social Impact Assessment I2S, Inland Rail First Nations Participation Plan, the Inland Rail Skills Academy Factsheet and the Inland Rail Fact Sheet Optimising our Social Performance
- Align this sub-plan with consideration of the environment management requirements of Annexure F section 6
- Ensure IRPL's commitments cascade through the supply chain and contractors understand their responsibilities
- Inform targets using the Project requirements and Local Area and Resident demographics
- Review current relationships with Local and Indigenous job and training services
- Review recent Project performance on Inland Rail N2NS and North East Rail Link

1.1 Purpose of this Sub-Plan

Inland Rail Pty Ltd (IRPL) has appointed John Holland Pty Ltd (JHPL) under a Design and Construct Deed (D&C Deed) Incentivised Target Sum Contract (ITCC), to perform the design, construction, commissioning and completion of Inland Rail - Illabo to Stockinbingal (I2S) project.

This Workforce Management Sub-Plan (the Sub-Plan) outlines our workforce management strategy. It describes the activities to be undertaken during the start-up, design, construction, and commissioning phases of the Project. It is a critical component of our Social Delivery Management Plan (SDMP).

This Workforce Management plan is a sub-plan of the Social Delivery Management Plan and is subject to Inland Rail approval.

This Sub-Plan will remain at all times relevant and updated, as a minimum, every 12 months until the Date of Final Completion.

Definitions and abbreviations used in this document are listed in Appendix A.

1.2 Objectives

The objectives of this Sub-Plan are to:

- Attract, develop, and retain people with the potential to contribute to the success of the I2S Project, with a focus on Local and Indigenous workers. The term 'Priority Job Seeker' is used in this sub-plan to describe Local and/or Indigenous Peoples
- Design and establish mechanisms to build sustainable relationships with key stakeholders to support retention and reduce attrition of priority jobseekers within Inland Rail's Social Performance Program
- Establish an online I2S ICN Gateway to provide current information and practical support for Local and Indigenous businesses
- Conduct a skills analysis to identify skills gaps between the I2S Project requirements and employees, and provide training and development to reduce these gaps to benefit the construction phase
- Design and implement a mentoring program to address skill gaps during construction
- Identify the most appropriate training delivery methods to maximise learning opportunities and transfer newly acquired knowledge and skills to the workplace



- Provide employment opportunities, including traineeships and apprenticeships, to Local and Indigenous Peoples directly with John Holland and/or through our subcontractor workforce
- Drive subcontractor participation and compliance with our social delivery targets
- Establish a meaningful and mutually beneficial relationship with the Local community
- Increase cultural competency and understanding of Indigenous Cultures across our workforce.

1.3 Contract Overview

Refer to the Project Management Plan for the Project Scope.

2 Roles and Responsibilities

2.1 Management Representatives and Roles

I2S is structured into functional areas headed by the Project Management Team (PMT) member reporting to the Project Director (PD). The PD has nominated the People Manager to oversee this management plan. For the I2S reporting structure, refer to the I2S Organisational Chart.

2.2 Responsibilities

Position descriptions are created, agreed and executed between all staff and their direct reports on the Project to ensure clear responsibilities and accountabilities are maintained.

The responsibilities of team members involved in Workforce Management are in Appendix D.

2.3 Approach

John Holland commits to maximising Local and Indigenous workforce participation rates and providing training, development, and mentoring to capitalise on employment opportunities. Through collaboration and meaningful engagement with training providers, employment support organisations and government partnerships, our team will develop and deliver initiatives consistent with Inland Rail's Social Performance Themes for the Project.

2.4 Delivery Partners

We have listed an initial list of potential service providers below who we will create collaborative partnerships with. We are confident we have access to a capable network of resources to successfully create Local and Regional employment and training opportunities across I2S.

Job Service Providers in the Project Area and Region

- Sarina Russo
- AMP Employment Services
- Personnel Group
- Sureway Employment and Training
- Asuria
- Verto

Training Providers in the Project Area and Region

- TAFE
- The Instruction Company
- Smartlink Training

Indigenous Organisations

- Ironbark Training
- Fusion Walan Miya Training Solutions
- On-Country Pathways
- Yakka Training
- Yalagan Group

2.5 Coordinated Approach to Workforce Management

This Sub-Plan builds on the creativity and innovation of organisations that deliver employment and training services to Local and Indigenous residents, regardless of their circumstances or existing barriers to employment. We will build on existing capabilities in the employment service sector and work with relevant organisations to share knowledge and shape processes to achieve the best possible outcomes for those seeking work, their communities, and the I2S Project.



2.6 Performance Monitoring

PSR, Section 6.3, Annexure F details the workforce management plans, measures, time frames, and monitoring methods we implement. We will regularly review and update the table with additional measures, including specific actions from each step once finalised.

3 Targets

3.1 Workforce Management targets

John Holland brings insights, initiatives and learnings from proven 'Local first' engagement strategies successfully implemented on other Projects, to ensure we meet our commitments. Our social and Local workforce targets are outlined in Table 1.

Table 1: Workforce Management Targets

Target area	Percentage
Project Workforce which will be Project Area Residents	15%
Project Workforce which will be Project Area or Regional Residents	30%
Project Workforce which will be Indigenous Persons who are Project Area or Regional Residents	5%
Project Workforce which will be employed in Sustainable Jobs	30%
Project Workforce which will be provided training by John Holland	10%

John Holland will also strive to achieve the following NSW Infrastructure Skills Legacy Program (ISLP) targets which will also be cascaded through our supply chain:

- Learning workers (20% of total Project workforce)
- Apprentices (20% of all trade positions)
- Women in trades (2% of all trade positions)
- Young People (8% of the total Project workforce).

3.2 Employment targets

Table 2 and Table 3 outline our commitments to achieving employment targets and actions on I2S.

Table 2: Employment targets

Target area	Quantity	Percentage	Explanatory Notes (including timeframes)
Indicate the quantity and percentage of the Project Workforce which will be Project Area Residents and Regional Residents	Quantities will be reported as per contractual requirements during the delivery phase.	Project Area: 15%	The target has been developed with regards to the NSW Governments Infrastructure Skills Legacy Program and the socio-economic profiles of the Local Area. Timeframe: Duration of the Project
Indicate the quantity and percentage of the Project Workforce which will be Indigenous Persons		Region: 15%	
Indicate the quantity and percentage of the Project Workforce which will be employed in Sustainable Jobs		5%	
Indicate the quantity and percentage of the Project Workforce which will be Project Area Residents and Regional Residents employed in Sustainable Jobs		30%	
Indicate the quantity and percentage of the Project Workforce which will be Project Area Residents and Regional Residents and identify as Indigenous Person which will be employed in Sustainable Jobs		Project Area: 4%	
Indicate the quantity and percentage of the Project Workforce which will be Project Area Residents and Regional Residents and identify as Indigenous Person which will be employed in Sustainable Jobs		Region: 6%	
Indicate the quantity and percentage of the Project Workforce which will be female		Project Area: 2%	
Indicate the quantity and percentage of the Project Workforce which will be aged less than 25 at the time of employment		Region: 4%	
		10%	
		8%	

Table 3: Employment Commitment and Actions

Ref	Commitment	Detailed actions
EMP1	Provide Project and Regional area residents opportunities to gain employment on the Project	We will communicate employment information through key partners and stakeholders, 'Meet the Contractor' sessions, local newspapers, the Koori Mail, and sporting associations Timeframe: Duration of the Project
EMP2	Provide pathway opportunities for youth and/or disadvantaged to gain employment on the Project	<ul style="list-style-type: none"> ▪ Connect Local and Indigenous youths with either direct employment or via supply chain either through high schools or Clontarf Foundation. We will create employment opportunities through initiatives such as traineeships, apprenticeships and pre-employment programs ▪ Explore opportunities to connect with Local TAFE and universities to offer internship and casual employment opportunities to students studying relevant areas ▪ Work with the Junee Correctional System (further detail in Section 7 below). ▪ We will create a culturally safe workplace to support attraction, retention and development of Indigenous employees. Timeframe: Duration of the Project
EMP3	Collaborate with the Inland Rail Skills Academy to create employment opportunities	<ul style="list-style-type: none"> ▪ We will engage with Inland Rail Skills Academy to offer participants or graduates further training and job opportunities ▪ Undergraduates on the scholarship program will be offered the opportunity to participate in an internship or shadow subject matter experts in their area of studies to gain project experience
EMP4	Provide a safe and welcoming forum at community engagement events for Locals to understand employment opportunities	Deliver community engagement events that build relationships between the Project team and Locals, providing a comfortable space in which they can learn about employment opportunities on the Project. Timeframe: Duration of the Project

3.3 Workforce Development Targets

To maximise priority jobseeker participation in employment and training, we will partner with Local specialist providers, employment agencies, and training organisations in the I2S Project and Regional areas.

On completion of the Project, our employees, trainees, subcontractors, Indigenous businesses, and Indigenous Employment Agencies will have increased capability and skills to deploy with:

- Our Project (designers, subcontractors) partners on other Regional Projects
- Operations & maintenance contracts throughout the Region
- Other Inland Rail Regional employment and Project opportunities.

Table 4 details the workforce development targets we commit to achieving on I2S. We will re-address and develop these further on Contract Award.

Table 4: Workforce development targets

Target area	Percentage
Project Workforce who will be vocational training placements e.g., trainees, apprentices.	6%
Project Workforce that will participate in training and skills development programs	10%

Project Workforce who are Indigenous Persons that will participate in training and skills development programs	3%
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Table 5 details the other workforce development outcomes we commit to and the actions we will implement to develop Project Area and Regional Residents and Indigenous Persons employed during the duration of the Project.

Table 5: Workforce development commitments

Ref	Commitment	Detailed actions
WD1	Participation in Supply Nation, NSWICC and Yarpa Hub business accelerator programs	Where participation is available, John Holland staff will participate in business accelerator programs such as Yarpa Hub GROW Program or Supply Nations Jump Start program by volunteering time, skills and expertise with the real and specific needs of Indigenous businesses, increasing capability of the business.
WD2	Develop mentoring program for Project Area, Regional Residents and Indigenous Persons	Hold an expression of interest for Project employees that want to participate in a mentoring program as part of our resourcing & retention strategy. There will be a particular focus on learning workers to blend their technical skill development with soft skill development and gain access to career advice & guidance. We will review the implementation of John Hollands Cultural Strengthening program for Indigenous employees as it is being developed, this may include a mentoring/buddy program connecting new Indigenous employees with current Indigenous employees who can be available to answer questions.
WD3	Create work experience and/or job shadowing for Project Area, Regional Residents and Indigenous Persons	Communicate work experience and/or job shadowing to Local training providers, schools and community groups.
WD4	Delivery of rail training for Project Area, Regional Residents and Indigenous Persons	Leveraging John Holland's in-house Rail Training team, we will give new entrants to the rail industry the option to attend John Hollands 'Track Essentials' course.
WD5	Offer fee free traineeships for Project Area, Regional Residents and Indigenous Persons	We will explore options to provide training in business, first aid (healthcare/medical industries), occupational safety, civil short courses, and tickets (construction, agriculture/farming, manufacturing) based on community needs. We have identified a range of Local Registered Training Organisations (RTOs) in Table 6 along the alignment we will explore engaging with. We will communicate traineeship opportunities to Local community groups, schools and training providers.
WD6	Collaborating with Local farmers and/or landowners	We will seek to understand the needs of farmers and landowners to understand if they want further training or jobs for themselves, families or their staff during season downtime.
WD7	Workforce development strategy	We will use our Workforce Development Strategy (Figure 1) to build skills and develop our workforce. This will include, but is not limited to, identifying skills and minimum levels of competency required to deliver the project, developing actions to fill identified skill gaps, conduct performance development review process, regularly review employee records to identify gaps in skills. Language, literacy and numeracy (LLN) assistance will be provided as needed.
WD8	Accredited and non-accredited training	We will consider different levels of training needs for the delivery of the Project through workforce development programs
WD9	Indigenous workforce development	We will increase training and employment for Indigenous Peoples through our four pillars detailed in figure 2. We will provide tailored employment and training pathways for Indigenous Peoples including graduates from Inland Rail Skills Academy.

		We will offer Financial Literacy resources for Indigenous Peoples such as MyMoneyDream or equivalent program to provide free financial literacy training for Indigenous employees. We will communicate opportunities through our key partners as detailed in table 7, local newspapers, Koori Mail, Meet the Contractor presentations, high school presentations for graduating students.
WD10	Internship program	We will provide internships for university students over the winter and/or summer breaks that provides students paid work experience in the rail and construction industry. Where suitable, following internship program completion, interns are offered ongoing casual work on the project, continuing their learning in the workplace.
WD11	Graduate program	We will participate in John Hollands Graduate Program providing university graduates, Indigenous and non-Indigenous, a pathway to transition into the workplace.
WD12	Veteran employment	We will connect with veterans and their families seeking employment either directly or in-directly with our supply chain, this may be done through a pre-employment program specific for veterans
WD13	Junee correctional facility	We will explore opportunities for clients of the Junee Correctional Facility to provide training and employment pathways. This may also include ex-offenders/ clients of the facility
WD14	Women in construction	We will utilise John Hollands Gender Equality Strategic Plan's 40/40/20 process ensuring equality across recruitment, development and promotion. This will also be utilised through job agency recruitment. When relevant, we will set up a Women in Rail Committee that will give input to initiatives to attract and retain women on the Project.
WD15	Apprenticeships and traineeships	We will explore programs to strengthen vocational education and training (VET) and provide additional support to apprentices and trainees to increase the completion rate, such as: <ul style="list-style-type: none"> ▪ The NSW Government Regional Industry Education Partnerships Program

3.4 Online I2S ICN Gateway

A key initiative to generate positive business outcomes is the online Business Hub, known as the online I2S ICN Gateway. It will provide current information and practical support to increase the capability of Local businesses and Aboriginal-owned, NSW Indigenous Chamber of Commerce registered (NSW ICC) businesses to successfully engage with work packages tendering opportunities on I2S.

We will encourage subcontractors, suppliers, job seekers and the Local community industry to visit the I2S ICN Gateway to:

- Learn more about engaging Local workers, apprentices and cadets
- Access information about Local and Indigenous businesses.

We will proactively support and engage with Indigenous businesses, Indigenous employment agencies, social enterprises and businesses that provide inclusive opportunities. Our Workforce Development, Industry and Indigenous Participation Manager works alongside the project commercial and procurement teams to promote Indigenous and sustainable procurement approaches that focus on developing capacity for long-term sustainability.

We will work collaboratively with Inland Rail to leave a sustainable legacy of skilled rail resources and new business opportunities in regional New South Wales through the Inland Rail Skills Academy and leverage established programs in the regions.

4 Workforce development strategy

4.1 Building skills in the communities we impact

A capable workforce reduces costs and improves safety, productivity, quality, and wellbeing. Employers who provide a positive workplace culture, embrace diversity and value employee wellbeing, retain their workforce and become employers of choice for new entrants and skilled workers.

We have developed a workforce development strategy (Figure 1) to drive socio-economic benefits for individuals and communities within the I2S Project Area in line with the Project scope, required skillsets and tender program to identify staff and workforce opportunities for priority jobseekers that provide a successful pathway into the rail industry.

We recognise the opportunity to deliver skills relevant to the community profiles based on the employment characteristics and labour markets in the LGAs and Regional Areas. We will explore options to provide training in business, first aid (healthcare/medical industries), occupational safety, civil short courses, and tickets (construction, agriculture/farming, manufacturing) based on community needs. We have identified a range of Local Registered Training Organisations (RTOs) (Table 6) along the alignment we will explore engaging with.

Figure 1: I2S Workforce Development Strategy



Table 6: Local RTOs and available courses

Name	Location	Qualifications
Smartlink Training	Wagga Wagga	HLTAID011 First Aid
Ironbark Training (Indigenous Business)	Wagga Wagga	RII30820 Cert III in Civil Construction Plant Operations RIIWHS204E – Work safely at heights HLTAID011 – Provide First Aid Various construction tickets and truck licences Pre-employment workshops
Wagga Wagga TAFE	Wagga Wagga	BSB30120 Cert III in Business BSB40120-04 Cert IV in Business Admin UEE30820-01 Cert III in Electrotechnology Electrician UEE22020-01 Cert II in Electrotechnology (Career Start) AUR31220-01 Cert III Mobile Plant Technology 901-00036 First Aid Working at Heights, Confined spaces, Cert II & III in construction
The Instruction Company	Junee	TLIF0020 ARTC Safely Access the Rail Corridor ARTC Hand Signaller Level 1 and Level 2 ARTC Protection Officer Level 1 and Level 2 Rail Labourer Units of Competency Track Vehicle Operator
Cootamundra TAFE & Temora TAFE	Cootamundra Temora	BSB40120-01 Cert IV in Business BSB41419-01 Cert IV in WHS

5 Indigenous Workforce Management

We will support opportunities for Indigenous Peoples to actively participate in significant infrastructure Projects and build careers. Supporting Indigenous participation is vital to delivering maximum value for Inland Rail and leaving lasting community benefits. As a national business, we have a well-established approach to maximising Indigenous participation.

Our approach complies with the mandatory minimum requirements of the Commonwealth Government's Indigenous Procurement Policy and aligns with Inland Rail Indigenous Participation Plan (IPP). It sets out how we maximise the engagement of Indigenous Australians in delivery and achieve our targets.

5.1 Policy Framework

Our Project commitment reflects our broader corporate commitments to enhance Indigenous participation, as set out in our:

- Diversity and Inclusion Policy, included as Appendix C to this Sub-Plan
- Local and Indigenous Participation Policy as Appendix E to this Sub-Plan
- Reconciliation Action Plan, including our Vision for Reconciliation, included in Appendix F.

5.2 Alignment with John Holland's Indigenous Engagement Strategy

The communities in which we work are better supported by increasing training, employment, and supplier opportunities for Indigenous people and by encouraging a greater appreciation of Indigenous cultures. This understanding is captured in our corporate Indigenous Engagement Strategy, which has guided development of this Sub-Plan.

Our Indigenous Engagement Strategy is a core component of our Reconciliation Action Plan. It is supported by our broader corporate policies and strategies for building Indigenous participation, community engagement and cultural competence, growing training and employment opportunities for Aboriginal and Torres Strait Islanders and engaging Indigenous businesses within our supply chain.

Our Strategy aims to deliver long-term, beneficial, and reciprocal partnerships sustainably with Indigenous Peoples and their communities. Our goal is to increase training, employment, and supplier opportunities for Indigenous Peoples and to enrich our employees through inclusion, understanding and appreciation of Indigenous Cultures. The strategy is supported by four pillars detailed in Figure 2, which guides its implementation and underpins every initiative to increase Indigenous participation.

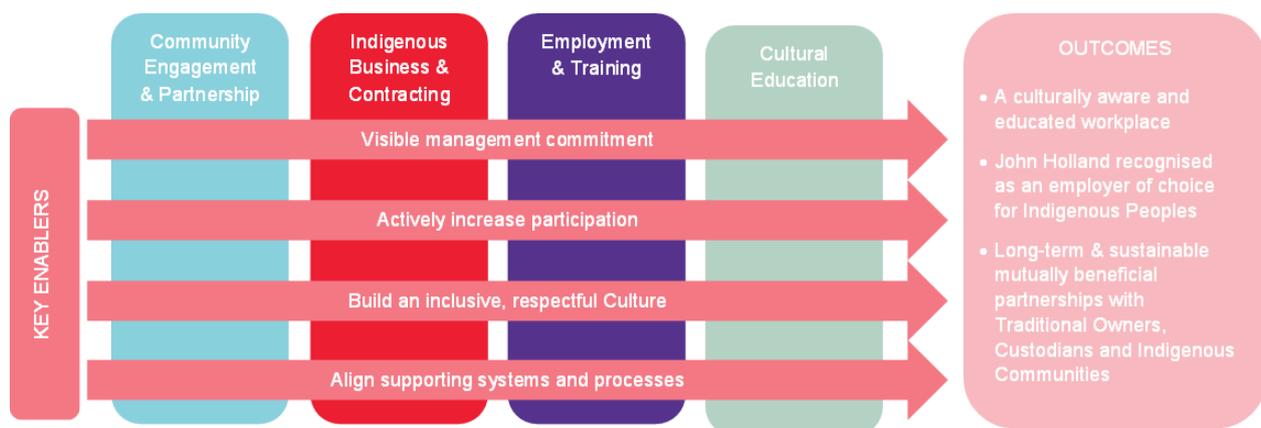


Figure 2 John Holland's Core Pillars of Indigenous Engagement for the I2S Project

From the onset we will work closely with Inland Rail to promote the Project and engage with communities across multiple locations along the corridor through information sessions including 'Meet the contractor' presentations. These sessions will allow John Holland to share details of our organisation, our value proposition, the Project, pathways to employment and broader opportunities in the railway industry. To

encourage new capability into the rail sector and service future demand, we offer a ‘big picture’ look at the opportunities the rail industry can provide, including visibility of other Inland Rail packages, which we would like to co-present with an Inland Rail representative.

We will unpack the essential requirements to access employment in the rail sector, connect Indigenous Peoples with the Inland Rail’s Skills Academy for further information about training opportunities. We will also focus on inspiring future talent in Local and Indigenous youth, using consultation to help inform subject selection at high school and pathways for further study. By investing in appropriate community consultation, we will demonstrate our commitment to considering cultural safety for Indigenous Peoples at the earliest opportunity.

- Our approach also considers culturally relevant components that achieve Indigenous outcomes, including:
- Exploring the option to organise transport assistance for community members who lack access to transport
- Incorporating Local language in our promotion and communications for consultation sessions
- Inviting a respected Local Indigenous person to co-present with our team to encourage attendance and engagement and provide an Indigenous lens to share our key community messages
- Our People Manager and Workforce Development, Industry and Indigenous Participation Manage will provide post-employment support
- Ensuring subcontractors understand all social performance requirements and adhere to contractual commitments.

5.3 Key partners for Indigenous engagement

John Holland has previous working relationships with several Indigenous recruitment, training, support, and cultural awareness training organisations, including those identified in Table 7. We will engage with relevant organisations for I2S. We will commence engagement with Traditional Owner groups after consultation and approval from Inland Rail, using the approach developed with our Workforce Development, Industry and Indigenous Participation Manage outlined in section 5.5. Building culturally safe workplaces.

Table 7: Key partners for Indigenous Engagement

Key partners	Services
Proposed key Local partners	In collaboration with Inland Rail, we propose to engage with the following Indigenous Cooperatives located in the I2S Local area: <ul style="list-style-type: none"> • Wagga and Young Local Aboriginal Land Councils • Mawang Galway Elders Group • Cootamundra Aboriginal Working Party
Indigenous Cultural Connections	Engagement with Traditional Owner groups and cultural awareness training
NSW ICC & Yarpa Hub	Explore engaging with the NSW ICC and Yarpa Hub Aboriginal Employment Programs
On-Country Pathways	Support, employment, and training for Indigenous Peoples in the Local area
NSW Aboriginal Education Consultative Group	Peak state-wide Aboriginal community-controlled organisation for education and training in NSW.
Clontarf Foundation	An organisation aimed at improving young Indigenous men’s education, life skills and employment prospects

5.4 Building Culturally Safe Workplaces

To attract, recruit and retain Indigenous jobseekers, our workplaces must be culturally safe. Indigenous team members must feel secure to engage openly and feel comfortable sharing ideas and their culture. Creating and maintaining culturally safe workplaces is an ongoing goal of ours that will be shared with the Project

team. To support positive experiences for our Indigenous workers and build broader workforce capability, we will:

- So that leadership can align Project values with the Aboriginal community's values, at the beginning of the Project the I2S leadership team will participate in Cultural awareness session in consultation with the local community.
- In consultation with Traditional Custodians hold appropriate events like Welcome to Country and Smoking Ceremonies at identified times during project delivery
- Respect our Indigenous employee's cultural obligations, including Sorry Business, family and community obligations, cultural activities, and ceremonial practices.
- Promote cultural awareness: our induction will include elements of cultural awareness training
- Host events for National Reconciliation Week, NAIDOC Week and Indigenous Literacy Day
- Engage with the Local community to promote employment opportunities, identify community needs and seek input where possible
- Hold yarning circles with Indigenous employees to help employees feel connected. We will invite local Elders to participate where possible
- Procuring from Indigenous businesses at all levels of our supply chain
- Understand and address cultural and non-cultural barriers for Indigenous Peoples
- Enforce a zero-tolerance approach to discrimination or racism.

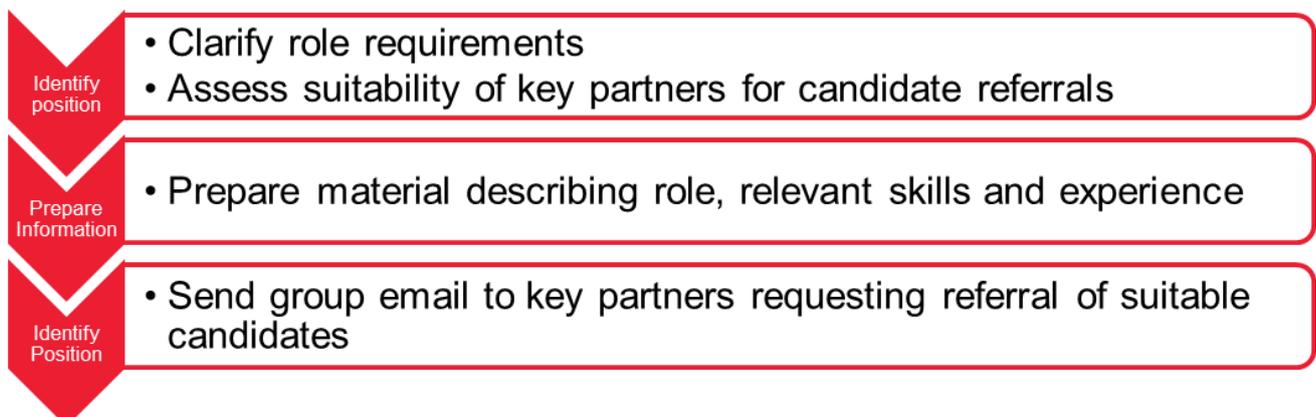
5.5 Attracting, Sourcing and Developing Indigenous Talent

Working with key stakeholders, we will identify Local candidates and provide tailored employment pathways for Indigenous workers. We will engage with the Inland Rail Skills Academy to also identify opportunities for Indigenous Peoples to transition their employment from other packages.

We will look to promote employment opportunities through Local newspapers, the Koori Mail, and sporting associations, and leverage social media platforms of key stakeholders to tap into Indigenous networks. We will also communicate opportunities through our Clontarf Foundation relationship, which supports school leavers and alumni in gaining meaningful work.

Our People Manager and Workforce Development, Industry and Indigenous Participation Manage understand how to approach resourcing in a manner that reduces barriers for Indigenous Peoples and other underrepresented groups in accessing training, employment, and business opportunities. We recognise the need to use culturally competent recruiters who value potential, life experience and transferable skills, as well as professional/work experience. Our recruitment process, shown in Figure 3 and Figure 4, will be managed by the People Manager and Workforce Development, Industry and Indigenous Participation Manage in consultation with the Project Manager and John Holland's central recruitment team. Where possible, re-deployment is offered to demobilising employees.

Figure 3: The I2S Recruitment Process





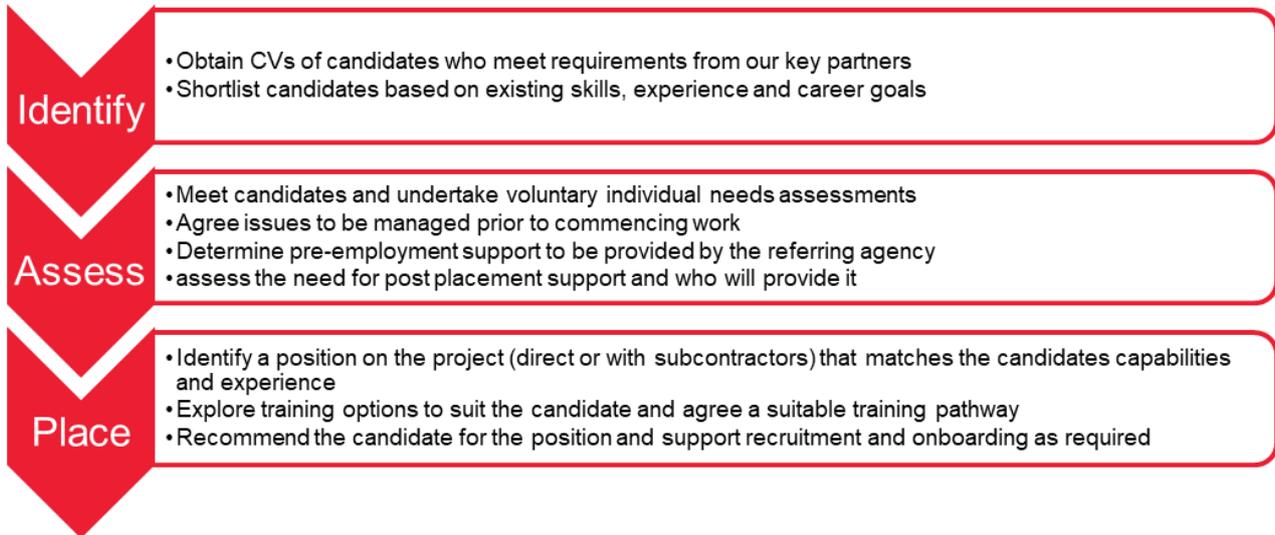
To reach the broadest possible audience we must communicate using traditional and new channels and platforms, including the I2S ICN Gateway, job boards, forums, briefings, websites, and other digital streams. We also seek to advertise employment opportunities on Local council employment portals and talent community websites.

In line with our policies and industry requirements, all workers must undertake Verification of Competency (VOC) before working with plant and equipment. Workers on rail Projects must also obtain RIW qualifications, where relevant, before commencing work in the rail corridor. We will assist Indigenous workers in gaining these qualifications.

6 Recruitment and Retention

6.1 Engaging recruits

We place people in positions that match their capability and long-term career aspirations while providing appropriate training and opportunities for mentoring and skills development. The process in Figure 4 guides our approach to engaging suitable recruits and ensuring they receive every opportunity to succeed.



6.2 Preparing people for work

Our recruitment and onboarding process is run concurrently with training and education supports to assist with the professional development of employees from their first interaction with the Project. In addition to traditional training competencies, the work preparation program includes:

- Issue of PPE to participants to meet safety requirements and help build a sense of belonging on the Project team
- Attainment of a construction industry white card
- Identification of further training and qualifications for career advancement
- Ensuring candidates understand our drug and alcohol policy
- We also work with Indigenous organisations who assist in recruiting Project staff to support Indigenous employees with interventions in justice, health, and family where these conflict with work attendance.

6.3 Recruitment Process

Our pre-recruitment support and planning ensure candidates pass the standard recruitment process successfully. We make them fully aware of the position requirements and help them prepare for their interview. Our recruiters are culturally aware and understand the potential complexities of recruiting and retaining an Indigenous workforce. They are aware of the potential difficulties of obtaining detailed reference checks for Indigenous Peoples, ease of access to technology to upgrade CVs and make online applications and locating copies of completion certificates for previous training.

6.4 Retention Strategies and Post-Placement Support

We see successful retention as a core component of creating a culturally safe workplace. Our key retention strategies include:

- Developing and maintaining a culturally safe workplace & high level of cultural competency
- Ongoing mentoring and support
- 'Buddy' programs between Indigenous employees and supervisors

- Joining our GROW Network, a network that supports employees with less than five years' experience in construction
- Training and development opportunities
- Access to crash courses and resources in our Integrated Management System (IMS) to accelerate learning and development.

It is important to recognise that not all Indigenous workers will require post-placement support. For those that do, we tailor support to ensure they are successful during their employment. Support services include initial orientation after mobilisation and ongoing mentoring. New employees are paired with a workplace buddy who meets them on their first day, introduces them to their work crew or team, provides workplace advice for the first two weeks and is available for ongoing advice. A workplace buddy usually works in the same crew or area as the new employee.

Indigenous workers new to the industry or experiencing disadvantage are offered a separate workplace mentor they meet with regularly to discuss challenges, encourage skills development, and celebrate achievements. We will also explore avenues for members of our workforce interested in becoming mentors to receive mentoring training.

We understand that assisting with family, community and cultural commitments that may impact Indigenous employees is important. Our Workforce Development, Industry and Indigenous Participation Manager will work closely with Indigenous employees to understand individual commitments and provide support, like notifying relevant managers or team members when Sorry Business occurs and ensuring the employee understands their leave entitlements.

6.5 Social and Emotional Wellbeing Framework

Underpinning our approach to Indigenous participation is adopting the principles of the Social and Emotional Wellbeing framework see Figure 5. The framework sets out the foundation of physical and mental health for Indigenous Peoples. It guides what community providers we can connect with to support creating and sustaining Indigenous employment on the Project. This enables us to connect Indigenous community members and job seekers with providers supporting health, justice, employment, education, and housing.

By focussing on how to best meet Indigenous Peoples needs, per the Social and Emotional Wellbeing Framework, we allow people to participate in their employment more meaningfully.



Figure 1: Social and Emotional Wellbeing Framework

6.6 Upskilling During Employment

Where appropriate, Indigenous employees will be provided with upskilling opportunities. This will include assessing certificates of competency (tickets) and other non-accredited training. Wherever possible, Indigenous workers will be encouraged to undertake a formal qualification (a traineeship or apprenticeship) during their employment.

6.7 John Holland Internship Program

We provide an Internship Program (Figure 6) that all university students are eligible to apply for. The Program runs for 12 weeks over the summer and winter university holidays and provides students with paid work experience in the construction industry. After completing the Program, participants can participate in casual work and eventually join our Graduate Program.

We will explore opportunities with IRPL Inland Rail Academy to invite recipients of the undergraduate scholarship program as part of the scholarship program to take part in the John Holland Internship Program.

Internship Offer	Summer Session	Winter Session	Graduate Program
Indigenous students offered experience with John Holland for duration of their degree	Paid internship over the university summer breaks every year during their degree	Paid internship over the university winter break	By the end of the internship program students will be offered a position in our Graduate Program

Figure 6: Internship Program

6.8 Graduate and undergraduate programs

Providing a pathway for Indigenous students to transition from university to the workplace is invaluable for young people starting their careers. It ensures emerging Indigenous talent is incorporated into our business, offering a pathway to develop skills and build a career in the construction industry. Indigenous university students and graduates are eligible for both programs.

Our Undergraduate Program gives students currently studying an opportunity to work casually with John Holland, including in Project roles related to their area of study (Figure 7).

Undergraduate	Graduate Program	Undergrad and Graduate Support
Current university students are hired by business units and work on a casual basis	High performing students that are eligible will be fast-tracked into the Graduate Program	John Holland's dedicated Early Career Coordinators provide support and guidance to our undergrads and graduates

Figure 7: Undergraduate Program

Our two-year Graduate Program provides recent graduates with a structured pathway to starting a new career in the construction industry (Figure 8).

Graduate Program	Year 1	Year 2	Fulltime Employment
Two-year program for recent university graduates	12-month rotation on a project with on-the-job learning	12-month rotation on a project	Successful completion results in an employment offer

Figure 8: Graduate Program

6.9 Relationship with the Clontarf Foundation

We have created a strong relationship with the Clontarf Foundation, a not-for-profit aimed at improving young Indigenous men's education, life skills and employment prospects. We have created several work experience opportunities on our Projects. We will explore the opportunity to engage with the Mt Austin, Tumut and Koorngal academies in creating an opportunity for students to travel to the site and learn about our works and roles, as well as employment opportunities for Clontarf alumni.

6.10 Subcontractor commitment

We will ensure our subcontractors understand and adhere to our Indigenous participation commitments. Subcontractors will comply with John Holland's Social Delivery Management Plan, where relevant to the scope of works/services/supply and submit reports as requested by John Holland in the format issued by John Holland.

7 Employment initiatives

We will prioritise Local employment by ensuring Project opportunities are visible and accessible by using the identified service providers, I2S Gateway and notifying IRSA for graduate information to ensure Local people can find out about current work and training opportunities.

Vacant positions will be advertised on various employment channels and services with a clear description of how to apply with priority given to Local and Regional candidates. Applicants receiving employment support may request their Workforce Australia case worker attend as well.

7.1 Local Employment Briefings

We will work with Inland Rail to attend Local employment briefings and develop interest from Local jobseekers. These sessions aim to provide a communication tool to publicise the I2S Project, maximising exposure to the Local industry and providing an opportunity to upskill job seekers and inform them of the recruitment process.

John Holland representatives will attend and support briefings held in the early Project stages to ensure jobseekers are aware of upcoming opportunities. We will work with Inland Rail to agree on the timing and number of briefings. We can also utilise technology available, as not all jobseekers can access computers and internet services to make online applications.

7.2 Sustainable Employment

We will look to create sustainable roles specifically for Local and Indigenous residents by providing support and traineeships which ensure recruits have the confidence and skills to enter the industry and are appropriately trained for their roles. Areas of opportunity include Safety, Business Admin and Communications. We will also collaborate with the Inland Rail Skills Academy to identify suitable opportunities for current and recent graduates who have come off other packages with employment opportunities on I2S.

7.3 Strategic Employment Initiatives

We commit to recruiting and developing Local and Indigenous Peoples to build industry capability and provide new entrants to the rail industry with sustainable employment opportunities. The following initiatives focus on Local and Indigenous employment outcomes and create further social impact.

7.3.1.1 Veterans' Employment

John Holland will connect with Veterans and their families, seeking employment either directly or with our subcontractors. Veterans are a largely untapped talent pool and possess a strong understanding of process and procedure that is transferable to delivering work under John Holland's Integrated Management System (IMS). As an employer of Veterans, John Holland recognises the transferable skillsets that are assets in other businesses and will broker introductions with our supply chain.

Regional centre Wagga Wagga is home to families of active personnel who are posted at other bases (requiring travel) and considering their transition out of the military.

For I2S, we will continue working with our partners, Soldier On and employment broker Right Management. We will also establish a new relationship Local RSLs such as the Cootamundra RSL sub-branch and Junee sub-branch.

We will explore continuing our partnership with Veterans in Construction (VCS), a social enterprise that provides long-term job opportunities to ex-servicemen and women.

We have a Veteran specific pre-employment program, 'Digging In' prepared by Army Reservist and John Holland employee Andrew McDougall, highlighting the nuances that unlock participation for the Veteran community.

7.3.1.2 Junee Correctional Facility

External Works Program

John Holland will explore opportunities to provide meaningful employment, skills and engagement for Junee's Correctional Facility's residents through their External Works Program (EWP). The program allows their clients to develop a regular routine of travelling to and from work each day and earning an income, which will help prepare them to secure accommodation and further job opportunities when they are released.

Brokering employment with Local businesses

We will explore opportunities for an EWP participant to be employed by a Local business and deliver scope on the Project. We will use this opportunity to promote and facilitate employment between Local subcontractors and Junee Correctional Centre which will also help relieve the strain on resources Local businesses are experiencing.

We will engage with Reboot Australia, a social enterprise that specialises in throughcare for clients of the justice system. Reboot has established relationships with national providers of wrap around support services that enable reintegration and offer a labour hire service that employs ex-offenders. John Holland will also explore the opportunity to work with Reboot.

Prior to engagement with the Junee Correctional Facility we will review initiatives involving the justice system with IRPL.

7.3.1.3 Women in Construction

We are focused on attracting women to the I2S Project through internal mobility and attracting new entrants to the industry. We have been awarded the Workplace Gender Equality Agency (WGEA) Employer of Choice for Gender Equality citation for 2023, just one of two leading rail providers recognised. We will support opportunities for Women to actively participate in the I2S Project and focus on avenues in supporting the development of their careers and progression into leadership roles.

John Holland's Gender Equality Strategic Plan sets out our targets to achieve gender equality and accelerate the advancement of more women into leadership positions including a specific policy which outlines our framework of working towards 40/40/20 across all areas of talent management such as hiring, promotion, development and succession as well as our remuneration principles. The 40/40/20 model requires 40% of recruitment shortlists, interviews and offers being women or gender diverse candidates. We will use this strategy in our hiring on the I2S Project, including with job agencies and community organisations that can support identify Local women.

We will set up a Women in Rail Committee on the I2S Project that will give input on initiatives to attract and retain women on the Project. We will also promote John Hollands Women's Mentoring program to female employees on the Project to participate in to support further network building and knowledge sharing.

8 Delivering Training Opportunities

Developing the communities skills base is a key Project driver. Managers and supervisors, in consultation with the Project Manager, are responsible for assessing their team’s competencies in line with the Project delivery requirements and the requirements under this Plan to identify skill gaps in line with our I2S Workforce development strategy. Training needs and priorities are gathered from the management teams, and this data is used to determine training priorities. Based on the identified training needs, we develop relevant training programs (Table 8) to address the identified needs.

Table 8: Training Opportunities

Activities	Description
Induction	<p>Site personnel who access the construction site must hold a General OHS Construction Induction Certificate. Those who do not have this certificate, or equivalent, must attend a recognised construction industry training course before commencing work on-site. All personnel must attend Project Induction training, which provides a Project overview, expected behaviour, policies and procedures and systems, including:</p> <ul style="list-style-type: none"> • Work health and safety, including chain of responsibility, heavy vehicle national law, occupational health and hygiene, plant management, and the Global Mandatory Requirements • Environment, sustainability, quality, and community • Indigenous cultural awareness, reinforcing our commitment to supporting Indigenous participation • People and culture, including industrial relations, training, and competency.
Verification of Competency (VOC)	<p>Workforce and contractors involved in tasks requiring specialist skills and knowledge, including plant operations, must provide evidence of their competence to operate and perform high risk work. Assessments and documentation proving employee competencies must align with Australian Standards, relevant legislation, and nationally accredited training standards as applicable.</p>
Competency management	<p>Competency management ensures we only engage engineering staff with appropriate knowledge, skills, and behaviours to perform defined activities, jobs, or functions. It contributes to overall Project assurance and reduces or eliminates associated risks. We develop and maintain a Competency Management Plan, which includes:</p> <ul style="list-style-type: none"> • Qualifications, competencies, and authorisations required for each role • Training and competency requirements complying with statutory requirements, including WHS legislation and Rail Safety National Law • Detailed processes, procedures and reporting to demonstrate compliance with training and competency requirements, including WHS legislation and Rail Safety National Law • Competencies for performing work that affects an asset at any stage of the Project • Responsibility for setting and approving competencies and independent assessment.
Structured training	<p>Training and development activities follow the principles of adult learning with a strong emphasis on interaction among the participants, if practicable. Language, literacy, and numeracy (LLN) assistance is provided as needed. The following methodologies are noted:</p> <ul style="list-style-type: none"> • Physical skills learning and development has a ‘hands-on’ approach with practical application (e.g. on special equipment) • Participants have access to follow-up learning and development programs and ongoing support • Learning and development venues and facilities are conducive to effective adult learning, e.g. ample space, light and ventilation provided away from distractions like noise and phones • Where expert knowledge lies externally, we engage external providers.
External training providers	<p>Training providers must be suitably accredited and experienced to train personnel engaged on I2S and align with the Inland Rail Skills Academy partnerships. As part of our commitment to training, we have relationships with several training providers and RTOs like MEGT.</p>

	<p>External training is conducted by the most appropriate external provider, considering cost, quality, equipment available, competency recognition, availability of a Local provider, timeliness of the training and the training method most likely to produce maximum learning opportunities. Where suitable, we will engage with Local training providers like TAFE.</p> <p>Trainers of nationally recognised competencies work with an accredited RTO and hold a minimum Certificate IV in Training and Assessment. The RTO they deliver on behalf of must maintain copies of their qualifications.</p>
Accredited and non-accredited training	<p>We will consider different levels of training needs for the delivery of I2S. Our strategy addresses the need for training and skills development through workforce development programs, including:</p> <ul style="list-style-type: none"> • Pre-employment training program (Certificate II): each course tailored to a priority jobseeker group for trade roles • Professional unskilled training program (Certificate III-IV): aligned with the Competency Management Plan – 18-month traineeship program for entry-level positions for priority jobseekers • Trade apprenticeship and traineeship program (Certificate III – Diploma): as per skills and labour gap analysis to provide traineeship and apprenticeship pathways, including a regional program • Engineering-specific professional upskilling (Postgraduate – Masters): identified in Competency Management Plan to increase AQF level of workforce • Upskilling training program: role-specific upskilling that includes selected nationally accredited units of currency like high risk work licences • Cadet program: summer and winter internship placements for Local engineering undergraduates • We will develop a list of all accredited training available to our employees from contract award
Inland Rail Skills Academy	<p>We will work closely with the Inland Rail Skills Academy and any initiatives developed by the Academy to increase opportunities for education, training, skills development, and employment along the Project alignment. The Inland Rail Skills Academy aims to:</p> <ul style="list-style-type: none"> • Increase the number of skilled Local people eligible for employment on Inland Rail and associated regional industries • Increase school student awareness and capability by connecting students with industry best practice • Create opportunities for Local businesses to participate in new supply chains • Equip Inland Rail employees with world-class skills.
Graduate Program	<p>Our national Graduate Program enhances the development of future leaders by providing on-the-job training, structured learning, and exposure to diverse industry opportunities. Throughout the program, graduates undertake several rotations on various Projects in NSW and Australia.</p>
Apprenticeships and traineeships	<p>We will explore programs to positively align with the government's commitment to strengthening vocational education and training (VET) and provide additional support to apprentices and trainees to increase the completion rate.</p> <p>We work with GTOs and RTOs to offer appropriate qualifications and tap into available government subsidies for participants and employers. Examples of apprentice and trainee qualifications include:</p> <ul style="list-style-type: none"> • Certificate III in Mobile Plant and Technology • Certificate III in Civil Construction (Plant Operations) • Certificate II in Construction • Certificate II in Rail Infrastructure • Certificate II and Certificate III Business Administration <p>We review subcontractor obligations monthly to ensure they provide opportunities to the Local workforce to drive Local and regional employment.</p>
Mentoring and coaching	<p>Training is provided through mentoring, on-the-job learning and coaching by more experienced team members. We support this approach where possible to maximise individuals' exposure. This is addressed and documented via our Performance and Development process.</p>
Wage subsidies and grants	<p>We work closely with identified RTOs to maximise funding opportunities and keep abreast of available options. We apply for eligible funding via:</p>

	Wage subsidies by redeeming funding from employees who are sourced via Workforce Australia, Transition to Work, Disability Employment Services or Community Development Programs
Staff performance reviews	Our staff must complete an annual Performance and Development Review with their manager to facilitate open and honest feedback with their supervisor. Annual Performance and Development Plan reviews to ensure that development goals are relevant and current to an employee's current or future career path. Our centralised HR team implement training solutions (where appropriate) to address any development needs identified as part of the process.

9 Subcontractor commitments

We recognise the opportunity for our supply chain to positively impact performance against our workforce management commitments. This delivery strategy presents a significant opportunity for Local industries to engage with the Project, providing continuity of employment for their existing workforce and potentially creating new employment opportunities. With this comes a responsibility for us to articulate our workforce management commitments and expectations for our supply chain. Critical to this is building awareness of our commitments prior to formal engagement of a supplier or subcontractor, providing an opportunity to:

- Assess their current and future commitments, level of maturity in social performance and reporting capability
- Communicate our preference for Local workers and other social procurement initiatives when evaluating tenders
- Articulate our expectations, including downstream targets in subcontracts
- Offer guidance and connect them with strategic employment partners.

10 Data collection, reporting and evaluation

I2S will provide employment opportunities for Local, Indigenous and other priority jobseekers and contribute to building skills in the communities in which we are working.

We will assess and report on this Sub-Plan and associated targets as part of the Social Delivery Management Plan reporting requirements. We understand our reporting is linked to Project KPIs.

Our Commercial and People & Capability team will internally monitor progress against our social performance and Local content commitments throughout Project delivery. This includes monitoring subcontractor and supplier progress against our SDMP. We achieve this by:

- Monitoring outcomes using Inland Rail's approved commitments
- Verifying targets and compliance against the Social Delivery Management Plan
- Reviewing subcontractor reports, provided monthly and quarterly, in line with subcontract agreements
- Holding regular progress meetings with subcontractors and suppliers
- Auditing subcontractor and supplier performance documentation completed initially after three months of Contract award and yearly after that
- Developing and implementing a monitoring and reporting system that identifies opportunities to improve workforce management
- Our People Manager and Workforce Development, Industry and Indigenous Participation Managers are responsible for these activities and use the data to monitor performance against the strategies outlined in the Social Delivery Management Plan
- We will establish a Local Employment Register to track and monitor participation in employment by people from the Project Area, including identifying Indigenous personnel with their agreement
- Will utilise reporting tools and platforms as and when provided by IRPL

Monthly Project reports to IRPL will be prepared by the Project Director and their nominee and will include as a minimum the information detailed in the Project Scope and Requirements Annexure F: Management Requirements section 2.4 "Records" and section 2.7 "Reporting". Table 9 details our commitments for data collection, reporting and evaluation. We will assess and report on the SDMP and Sub-Plan requirements set out 6.3.7 of Annexure F and requirements detailed in the Inland Rail Social Delivery Management Plan. We understand our reporting performance is a key component of Project KPIs.

Table 9: Data collection and Reporting Commitments

Ref	Requirement	Frequency
RE1	<p>Mandatory commitment</p> <p>The Contractor must prepare and submit:</p> <p>Monthly reports in a format provided by Inland Rail with key quantitative figures against the values committed to in this SDMP. Quarterly reports in a format provided by Inland Rail on the status of the commitment implementation in this SDMP.</p> <p>Data collection and reports must be prepared and submitted to Inland Rail using the systems and/or templates provided by Inland Rail (refer to Inland Rail Monthly Social Delivery Report – Contractor template 0-0000-900-EAP-00-TE-003 and Inland Rail Quarterly Social Delivery Report – Contractor template 0-0000-900-EAP-00-TE-002).</p>	<p>Monthly, and Quarterly (Jan-Mar; Apr-Jun, Jul-Sep, Oct-Dec)</p>

RE2	<p>Mandatory commitment</p> <p>The Contractor must prepare and submit to Inland Rail every three months a report on the status of the implementation of industry participation commitment in this SDMP and compliance with the Inland Rail AIP Plan, in the form of the AIP Plan Compliance Reporting Template (located at https://www.industry.gov.au/regulations-and-standards/australian-industry-participation/major-Projects/implement-your-australian-industry-participation-plan) to enable Inland Rail to comply with its compliance reporting obligations under section 25 and section 26 of the Australian Jobs Act 2013 (Cth) in respect of the Inland Rail AIPP.</p>	Quarterly (Jan-Mar; Apr-Jun, Jul-Sep, Oct-Dec)
RE3	<p>Ensure our Procurement Entities achieve the objectives required in the industry participation Sub-Plan.</p> <p>Subcontractors and suppliers provide monthly reports on SDMP requirements as part of monthly progress claims.</p> <p>Implement a process that captures SDMP data as part of the recruitment process, which is available to Inland Rail.</p>	Monthly

Appendices

Appendix A: Definitions and Abbreviations

Definitions and abbreviations applied to this plan are listed below.

Definitions

Term	Definition
Client (Principal)	The party to whom John Holland is contracted for a Project
Client's Representative	The person appointed by the Client to perform the duties of the "Superintendent" as defined in the contract.
Contractor	John Holland Pty Ltd (John Holland) as the organisation responsible for the total performance of the works under the Head Contract.
Consultant	The Engineering Consultant who has been engaged or novated to John Holland to perform the design, preparation of detailed "For Construction" documentation and necessary certification to meet contractual requirements.
Indigenous Business	Any business that is 50 per cent or more Indigenous-owned and meets the definition of an Indigenous enterprise under the Australian Government Indigenous Procurement Policy as detailed in Appendix A of the Social Delivery Management Plan
Local Area	Identified Local Government Areas (LGAs) in the Project Area and Region. Note: the term 'Local' shall be understood in this context
Project Area	Identified Local government areas (LGAs) intersected by the Rail Corridor for the Illabo to Stockinbingal Project, being Cootamundra-Gundagai, Junee and Temora
Region	Identified Local government areas (LGAs) outside the Project Area, but within an approximate 125km radius of the rail corridor for the I2S Project including: The term 'Regional' shall be understood in this context. <div style="background-color: #e0f2f1; padding: 10px; margin: 10px 0;"> <ul style="list-style-type: none"> ▶ Australian Capital Territory ▶ Bathurst ▶ Bland ▶ Blayney ▶ Cabonne ▶ Coolamon ▶ Cowra ▶ Federation ▶ Forbes ▶ Greater Hume ▶ Hilltops ▶ Lachlan ▶ Leeton ▶ Lockhart ▶ Narrandera ▶ Parkes ▶ Snowy Manaro ▶ Snowy Valleys ▶ Upper Lachlan ▶ Wagga Wagga ▶ Weddin ▶ Yass Valley </div>
Subcontractor	Any company, body or person who is contracted to John Holland for the purpose of supplying goods or services. Categories such as manufacturer, fabricator and supplier are considered Subcontractors. Subcontractor means any third party who is or would be engaged by the Contractor (whether as a supplier of labour, goods or services, or otherwise, and whether on-site or not) to enable the Contractor to perform any part of the tendered work, but excludes any employee of a Contractor
Social Enterprise	Any business that trades to intentionally tackle social problems, improve communities, provide people access to employment and training, or help the environment, and: <ul style="list-style-type: none"> • is certified as a social enterprise by Social Traders, or • is able to provide evidence of trading as a social enterprise in the form of a statutory declaration, declaring that the enterprise: <ul style="list-style-type: none"> • is led by an economic, social, cultural or environmental mission consistent with a public or community benefit; • trades to fulfil their mission and derive a substantial portion of their income from trade; or • reinvest most of their profit/surplus into the fulfilment of their mission.

Abbreviations

Abbreviation	Definition
AECG	Aboriginal Education Consultative Group
ARA	Australasian Railway Association
ARTC	Australian Rail Track Corporation
DTP	Department of Transport and Planning
EOI	Expression of Interest
GTOs	Group Training Organisations
I2S	Illabo to Stockinbingal Project
ICC	Indigenous Chamber of Commerce
ICN	Industry Capability Network
ICT	Information & Communications Technology
IMS	Integrated Management System
IPP	Industry Participation Plan
IR	Industrial Relations
IRPL	Inland Rail Pty Ltd
ISLP	Infrastructure Skills Legacy Program
ITCC	Incentivised Target Cost Contract
JH	John Holland
JHPL	John Holland Pty Ltd
KPI	Key Performance Indicator
KRA	Key Result Areas
LALC	Local Aboriginal Land Councils
LGA	Local Government Areas
N2NS	Narrabri North to North Star, Inland Rail
NSW ICC	NSW Indigenous Chamber of Commerce
PCR	Project Cost Reporting
PMT	Project Management Team
PPE	Personal Protective Equipment
PSR	Project Scope & Requirements
RDA	Regional Development Australia
RFT	Request for Tender
ROI	Registration of Interest
RSL	Returned Services League
RTO	Registered Training Organisation
SME	Small and Medium Enterprises
SOS	Social Outcomes Security
SPM	Senior Project Manager (also known as Project Director)
STEM	Science, Technology, Engineering, and Mathematics
TAFE	Technical and Further Education

Appendix B: Compliance Matrix

For clarity on conformance to Client requirements the following table has been prepared to demonstrate compliance to requirements from the Local and Indigenous Industry Participation requirement clauses of the contract.

Requirement ID	Requirement Text	This plan reference
PSR Annexure F		
2685002	1.3.2 Without limiting the requirements of clause 20.3 of the Deed, the Contractor shall ensure that Management Plans set out in Table 1 remain at all times relevant and are updated, as a minimum, at each update interval identified in Table 1 for the period from initial submission until:	-
2685004	b) in the case of each other Management Plan, until the Date of Final Completion.	Section 1
2685009	NO. CONTRACTOR MANAGEMENT PLAN TITLE SUBMISSION TIMELINE CRITICALITY RATING AND UPDATE INTERVAL	-
2685060	SUB-PLAN: WORKFORCE MANAGEMENT REFER TO SOCIAL DELIVERY MANAGEMENT PLAN. AS ABOVE	Sub-Plan Workforce Management 5-0019-220-PMA-00-PL-0041
2685812	THEME DESIRED OUTCOMES MINIMUM TARGET	-
2685814	WORKFORCE MANAGEMENT INLAND RAIL PROVIDES SUSTAINABLE JOB OPPORTUNITIES FOR LOCAL RESIDENTS AND INDIGENOUS PERSONS AND CONTRIBUTES TO BUILDING SKILLS IN REGIONAL AUSTRALIA. • 15% OF THE WORKFORCE ARE PROJECT AREA RESIDENTS. • THE PERCENTAGE OF THE WORKFORCE IN EACH PROJECT AREA LGA IS GREATER THAN ZERO. • 30% OF THE PROJECT WORKFORCE ARE PROJECT AREA OR REGIONAL RESIDENTS. • 5% OF THE PROJECT WORKFORCE ARE INDIGENOUS PERSONS WHO ARE PROJECT AREA OR REGIONAL RESIDENTS. • 30% OF THE PROJECT WORKFORCE ARE EMPLOYED IN SUSTAINABLE JOBS. • 10% OF THE PROJECT WORKFORCE ARE PROVIDED WITH TRAINING BY THE CONTRACTOR.	Sections 2, 3, 4, 5, 6, 7, 8, and 9
2685824	a) The Contractor must comply with all relevant State and Commonwealth regulatory requirements.	Section 1
2685825	b) The Contractor shall undertake the Contractor's Activities so as to align with the program and initiatives in 0-0000-900-PCS-00-FS-0003 Fact Sheet – IR Skills Academy to assist in meeting the Contractor's targets and commitments in the Social Delivery Management Plan. This includes that the Contractor must support Inland Rail to increase school student awareness and capability in science, technology, engineering and mathematics (STEM) in the Project Area.	Sections 3, 5 & 8

Appendix C: Diversity and Inclusion Policy

Policy

JOHN
HOLLAND

Diversity & Inclusion

Our commitment

John Holland is committed to building, valuing and promoting diversity and inclusiveness across our business. We know that diverse perspectives result in greater innovation and better decisions and will help us to remain one of Australia's most recognised and respected construction brands.

Our approach

John Holland follows three diversity and inclusion principles:

1. Our employees are encouraged to be the best they can be. We embrace the unique diversity, skills and perspectives of all employees. We will foster a safe, equitable, culturally appropriate and inclusive working environment that allows everyone to achieve their full potential.
2. Our employees are treated fairly and with respect. We treat everyone fairly and equitably and respect the wealth of experience, knowledge, skills and ideas they bring to our business.
3. We are all responsible for diversity and inclusion. We know that achieving workplace diversity and building an inclusive culture is the responsibility of every employee in John Holland.

Diversity & Inclusion Policy in practice

- Expect senior leaders to visibly champion the achievement of diversity & inclusion objectives.
- Build the capability of business leaders to create an inclusive workplace and attract, retain and successfully lead diverse teams.
- Actively focus on the recruitment, development and retention of diverse employees to ensure John Holland reflects the diversity of the clients we serve and the communities in which we work.
- Develop an inclusive culture that embraces difference, combats bias, challenges assumptions, encourages constructive debate and enables critical thinking. Ensure different perspectives are invited, heard and fully leveraged to create sustainable success.
- Develop robust, comprehensive diversity metrics to identify barriers to equality, highlight areas of concern and prioritise diversity and inclusion initiatives.
- Produce lasting, sustainable change by ensuring the underlying systems, policies and procedures of John Holland support and promote diversity & inclusion principles.



Joe Barr
Chief Executive Officer
John Holland Group Pty Ltd
May 2018

Caring
Empowering
Imaginative
Future-focused

Appendix D: Roles and Responsibilities

Position	Key Deliverables
Project Director	<ul style="list-style-type: none"> Has overall responsibility and authority for ensuring that the Workforce Management Sub-plan (as applied to the Project) conforms to the requirements of the I2S SDP and Inland Rail's requirements
Delivery Manager	<ul style="list-style-type: none"> Complies with and implements industry participation requirements of this sub-plan and the Social Delivery Plan and provides equal opportunities to all parties
Senior Commercial Manager	<ul style="list-style-type: none"> Manage and lead the commercial and administration functions to meet Project and statutory commercial requirements, including obligations under the SDP and sub-plans
Communications & Stakeholder Manager	<ul style="list-style-type: none"> Manages and leads the implementation of stakeholder and community engagement activities across I2S and provides a proactive approach to workforce development and community consultation
People Manager	<ul style="list-style-type: none"> Oversees and leads staff and workforce training, development and support services
Workforce Development, Industry and Indigenous Participation Manage	<ul style="list-style-type: none"> Coordinate the implementation of the Social Delivery Plan, Workforce Management Sub-Plan and associated sub-plans as required Assist the Project Management Team with monitoring and evaluating progress and outcomes to meet Inland Rail and contractual requirements
Superintendents	<ul style="list-style-type: none"> Leads and implements workforce management requirements and initiatives Mentor developing talent across the Project and provide the benefit of their knowledge and experience to others

Appendix E Local and Indigenous Participation Policy



Local and Indigenous Participation Policy

John Holland acknowledges the Wiradjuri Peoples as the traditional owners of the land on which the Inland Rail Illabo to Stockinbingal Project is being constructed. We pay our respects to Ancestors and Elders, past and present.

John Holland is committed to honouring Indigenous Peoples unique and spiritual relationships to the land, waters and seas, and their rich contribution to society.

Our commitments:

- Acknowledge the traditional custodians of the land, respecting their spiritual beliefs, culture heritage, kinship, governance and leadership
- Provide employment opportunities to the local and Indigenous Peoples directly with us and/or through our subcontractor workforce
- Provide traineeship, apprenticeship, internship and upskilling opportunities for local and Indigenous Peoples to advance their careers
- Engage local and Indigenous businesses in our supply chain
- Consider at least one competitive local and/or Indigenous business, where local and/or Indigenous businesses have proven capability for all our purchasing
- Drive subcontractor participation and compliance with social performance targets
- Build meaningful and mutually beneficial relationships with the local communities
- Increase cultural competency and understanding of Indigenous participation and social inclusion across our workforce.

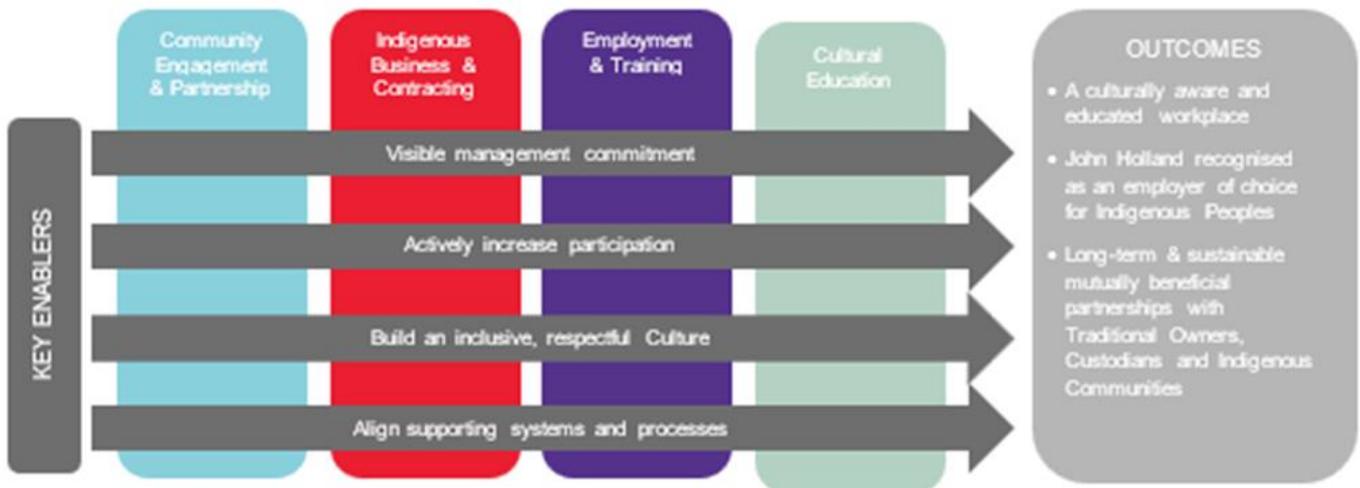


Figure 1: John Holland's Core Pillars of Indigenous Engagement for the I2S Project

Robert Pitt
Project Director
John Holland

Appendix F: John Holland's Vision for Reconciliation

The below extract is taken from the John Holland 2024 - 2026 Innovate Reconciliation Action Plan.



Our vision for reconciliation

Our vision for reconciliation is to see prosperous First Nations Peoples in the communities and regions where we operate, enriched by their employment and empowered through thriving businesses. Our commitment to strong relationships, opportunity and respect is central to our reconciliation action vision and this will underpin our work to empower First Nations communities to have the same social and economic equality that non-Indigenous people do.

We will achieve this by leveraging our infrastructure spend to provide training, employment, and procurement opportunities for First Nations businesses and Peoples and authentic community consultation throughout our projects and broader operations.